

# **How Fairness Impacts the Perception of Transformational Leadership**

## **The Influence of Organizational Justice on Perceived Transformational Leadership and the Unique and Mutual Effects of these two Factors on Organizational Outcomes**

### **Thesis**

presented to the Faculty of Arts  
of the University of Zürich  
for the degree of Doctor of Philosophy

by

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Accepted in the spring semester 2011 on the  
recommendation of Prof. Dr. Klaus Jonas  
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Zürich, 2011



“Divorced from ethics, leadership is reduced to management  
and politics to mere technique.”

– James MacGregor Burns

“Knowing is not enough: We must apply!”

– Johann Wolfgang von Goethe



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### Acknowledgments

It is a pleasure to thank all the people who supported and encouraged me during the last four years and therefore made this dissertation possible.

I am grateful to my advisor *Prof. Dr. Klaus Jonas* for mentoring my project and supporting my ideas. He always found time to read drafts and to give critical feedback. I appreciated his guidance and encouragement during the whole time.

I am grateful to *PD Dr. Carmen Tanner* for taking interest in this dissertation, for all her professional and amicable support during my time at the University of Zurich.

A special thanks goes to *Rebekka Rohner* for her excellent work on this project, her data collection and her contribution to the second paper. Further I wish to thank *Benjamin Bühler* and *Romualdo Ramos* for proofreading and improving my English.

Thanks also to *Dr. Tobias Heilmann*, *Dr. Carmen Lebherz*, *Dr. Ulf-Dietrich Reips*, *Snezana Kovjanic*, *Nadja Contzen* and *Patrick Boss* for her emotional support, critical inputs and for reading my drafts in their spare time. I always enjoyed the company of such a supportive team.

Further, and very importantly, I want to thank *René Ulrich*, for all his help. He always encouraged me to go my way.

Lastly, I wish to thank *my family* – my sisters and especially my parents for all their support, not only during this project. Especially I would like to dedicate this dissertation to my father. Unfortunately he passed away in May 2010. He would have been so happy to witness the completion of this project and hold this dissertation in his hands.



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### **Abstract**

The aim of this dissertation project was to investigate the role of organizational justice on the perception of transformational leadership (TFL), and the unique and mutual influences of justice and TFL on individual organizational outcomes, such as affective organizational commitment (AOC), organizational citizenship behavior (OCB) and job satisfaction.

Results of Study 1 revealed a significant influence of informational justice and voice (as subdimensions of organizational justice) on the perception of TFL. The relationship of these justice dimensions on AOC was mediated by perceived TFL and AOC mediated the influence of TFL on OCB.

In Study 2 the influence of informational justice and voice was investigated on perceived transformational and passive-avoidant leadership. Again, informational justice and voice were significant and positive predictors of perceived TFL and this leadership behavior mediated their influence on job satisfaction. The influence of these justice dimensions on perceived passive-avoidant leadership was significantly negative.

Study 3 tested the previous findings in an experimental setting. Ratings of TFL and AOC were highest in the condition where both informational justice as well as voice were present. The results confirmed a mediation of the relationship between the investigated justice dimensions and AOC by TFL.

Overall, the results of this dissertation project provide empirical evidence that fair information and voice are important prerequisites of perceived TFL and this in turn has beneficial consequences. In all studies other dimensions of organizational justice showed significant and independent

influences on the investigated outcomes showing that all aspects of organizational justice and TFL are relevant with regard to positive organizational outcomes.

### **Zusammenfassung**

Ziel dieses Dissertations-Projekts war es, die Rolle organisationaler Gerechtigkeit für die Wahrnehmung transformationaler Führung (TF) zu untersuchen, sowie den unabhängigen als auch den gemeinsamen Einfluss dieser zwei Konstrukte auf affektives organisationales Commitment (AOC), freiwilliges Engagement (OCB) sowie Arbeitszufriedenheit zu beleuchten.

Studie 1 zeigte einen signifikanten Einfluss informationaler Gerechtigkeit und Mitspracherecht (als Subdimensionen organisationaler Gerechtigkeit) auf die Wahrnehmung von TF. Der Einfluss dieser Gerechtigkeitsdimensionen auf AOC wurde durch wahrgenommene TF mediiert und AOC mediierte den Einfluss von TF auf OCB.

In Studie 2 wurde der Einfluss von informationaler Gerechtigkeit und Mitspracherecht auf wahrgenommene transformationale und passiv-vermeidende Führung untersucht. Wiederum waren informationale Gerechtigkeit und Mitspracherecht signifikante und positive Prädiktoren für die Wahrnehmung von TF und dieses Führungsverhalten mediierte deren Einfluss auf Arbeitszufriedenheit. Informationale Gerechtigkeit und Mitspracherecht zeigten einen signifikant negativen Einfluss auf die Wahrnehmung passiv-vermeidender Führung.

Studie 3 testete die bisherigen Befunde experimentell. Die höchsten Bewertungen von TF und AOC zeigten sich in der Bedingung, in welcher sowohl informationale Gerechtigkeit als auch Mitspracherecht vorhanden waren. Die Resultate bestätigten eine Mediation zwischen den untersuchten Dimensionen von Gerechtigkeit und AOC durch TF.

Insgesamt zeigen die Resultate dieses Dissertations-Projekts empirische Evidenz, dass faire Information und Mitspracherecht wichtige Voraussetzung für die Wahrnehmung von TF sind und dadurch wünschenswerte organisationale Ergebnisse positiv beeinflussen. Des Weiteren zeigten in allen Studien einige Aspekte organisationaler Gerechtigkeit unabhängig von Führungsverhalten einen positiven Einfluss auf die untersuchten Konsequenzen, was bedeutet, dass sowohl organisationale Gerechtigkeit als auch TF wichtig sind, wenn es um die Steigerung von organisationalen Ergebnissen geht.



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# 1

## Introduction

*The observation that leaders are more likely to be perceived as transformational leaders when they behave in an interpersonally just manner (...) seems to suggest that it is time to integrate transformational leadership research with justice research. The fact that these two concepts of transformational leadership and justice are considered to be important dimensions affecting the effectiveness of the organization indeed suggests that they must be looked at in tandem, rather than separately (De Cremer, van Dijke, & Bos, 2007, p. 1809).*



Leaders are vital for the success of organizations. They are of key importance for business organizations in gaining profit through the coordination and synergy of their work activities, in order for the whole to be more than the sum of its parts. Nowadays, “the primacy of profit as the enforcer of organizational efficiency is replaced by organizational goals, combined with organizational identifications and with material rewards and supervision, all of which motivate employees to work toward these goals” (Simon, 1991, p. 43). The role of leaders is therefore of great relevance, since they have the function of fulfilling these requirements in today’s organizations. They have to convincingly communicate the goals of the organization, or foster the commitment of employees towards the organization. Leaders who are at the top of any organization or workgroup have the potential to influence its continuance, prosperity or culture. For this reason, it is understandable that leadership is “one of those topics in which interest never wanes” (Judge, Fluegge Woolf, Hurst, & Livingstone, 2006, p. 203). In recent years, there has been an increase in the amount of research conducted on leadership (Hunter, Bedell-Avers, & Mumford, 2007), and it was already in 2005 that Hunt noted an “explosion of the leadership field” (p. 1).

Usually in leadership research, leadership is defined in accordance with whichever underlying theory is of most interest to the specific researcher (Yukl, 2006). Therefore, Stogdill (1974) noted that “there are almost as many definitions of leadership as there are persons who have attempted to define the concept” (p. 259). Generally leadership can be defined as:

*“(...) the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish the shared objectives” (Yukl, 2006, p. 8).*

In a similar vein, the definition for organizational leadership, created at the GLOBE research conference in 1994, is as follows:

*[Organizational leadership is] “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House, Hanges, Javidan, Dorfman, & Gupta, 2004, p. 56).*

Leadership is complex. On the one hand, it is a specific role embodied by the leader, and on the other hand, it is a process of social influence. It encompasses both rational and emotional processes. Over the course of time, theories and research about leadership have focused on a number of different variables deemed as those that determine the failure or success of the leadership process, for example; specific traits, certain behaviors, situational influences or the characteristics of the followers. Leadership can be seen as an intra-individual, a dyadic, a group or an organizational process (Yukl, 2006). Moreover, leadership is a dynamic process (Uhl-Bien, Marion, & McKelvey, 2007). The impact of leadership is multi-faceted. Presumably, the success of a leader is not the same for all followers, and the inclusion of different kinds of

variables seems necessary to learn exactly when and why a certain leadership behavior is effective (Avolio, 2007).

In recent years, the concept of transformational leadership has been considered a promising approach for effective and successful leadership behavior. In particular, an increasingly globalized and decentralized economy with flattened hierarchies and a constantly and rapidly changing environment seem to enable transformational leaders to be successful. In numerous empirical studies, transformational leadership behavior has been shown to predict important organizational outcomes (see Felfe, 2006; Judge et al., 2006; Judge & Piccolo, 2004). Therefore, it is also important to know the basic conditions for the presence of transformational leadership.

The aim of my dissertation project is to shed light on the necessary antecedents of this leadership behavior, with the central question being: What are the preconditions necessary for leaders to be perceived as transformational by followers? One promising answer to this question is provided by the concept of organizational justice (De Cremer, van Dijke, & Bos, 2007; van Knippenberg, De Cremer, & van Knippenberg, 2007). Recently, increasing importance has been attached to this construct, as there has been interest to find out what exactly causes the desired work attitudes or behavior of employees – what is it that enables employees to work effectively? It has been empirically confirmed that organizational justice shows positive effects on such organizational outcomes as job satisfaction, organizational commitment, or organizational citizenship behavior, similar to the effects of transformational leadership behavior (Cohen-Charash & Spector, 2001; Colquitt, Conlon,

Wesson, & Ng, 2001; De Cremer et al., 2007; for an overview, see also van Knippenberg et al., 2007). It is therefore surprising that organizational justice is neither integrated into current models of leadership (see also Bies, 2005), nor has research paid adequate attention to the role of justice in leadership effectiveness, although it has been found that leaders' behavior can be more or less effective depending on perceived justice (van Knippenberg et al., 2007).

In the present project I will contribute to close this gap by investigating the role of organizational justice on the perception of transformational leadership by followers. Moreover, I will analyze the impact of these two constructs on measures of organizational effectiveness. For this reason, I will investigate the unique and mutual influence of transformational leadership and organizational justice on desirable outcomes, namely on affective organizational commitment, organizational citizenship behavior, and job satisfaction.

The present work is divided into five chapters. In the first chapter (introduction) I provide an overview of the variables and constructs under investigation, their definitions and the theoretical background. Chapter one is divided into a number of sections: the first section is about the concept of transformational leadership and its measurement, another section is about the construct of organizational justice and its measurement and a further section explains the measures of organizational effectiveness, such as affective organizational commitment, organizational citizenship behavior, and job satisfaction. Chapter 1 closes with an overview and a specification of the aim



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of this doctoral dissertation, including an outline of the three studies. Chapters 2 through 4 present the results of two field studies and one experimental study, conducted to shed light on the role of organizational justice for perceived transformational leadership and to provide a deeper understanding of the consequences when both organizational justice and transformational leadership are present. These studies are prepared as independent articles for submission to a scientific journal and follow the APA (American Psychological Association, 2010) requirements for submission. As a result, it is inevitable that the theoretical foundations of these papers, which are similar for all three studies, will hold some redundancy. In Chapter 5, the findings, strengths and limitations of the three studies are summarized and discussed, and general implications are provided.

## **Transformational Leadership**

*“Why such interest in transformational leadership? Perhaps it is because transformational leadership, with its emphasis on intrinsic motivation and on the positive development of followers, represents a more appealing view of leadership compared to the seemingly “cold”, social exchange process of transactional leadership. Perhaps it is because transformational leadership provides a better fit for leading today’s complex work groups and organizations, where followers not only seek an inspirational leader to help guide them through an uncertain environment but where followers also want to be challenged and to feel empowered, if they are to be loyal, high performers” (Bass & Riggio, 2006, p. xi).*

Inspired by Burns’ concept of transforming leadership (1978) and by House’s theory of charismatic leadership (1977), Bass (1985) developed the theory of transformational leadership (see also Bass & Riggio, 2006). At that time (1980s), research had become very interested in the emotional and symbolic aspects of leadership, trying to understand how leaders could influence their followers to perceive the goals of an organization as their own, or to make self-sacrifices rather than just follow materialistic self-interests (Yukl, 2006).

Bass' theory of transformational leadership postulates that transformational leaders transform and motivate followers to do more than is expected of them (Bass, 1999). These leaders are charismatic role models; they articulate inspiring visions and foster outstanding performance through "idealized influence", "inspirational motivation", "intellectual stimulation", and "individualized consideration" (Avolio & Bass, 1991; Bass, 1985, 1999). These four dimensions of transformational leadership, also known as the 4 I's, are described in detail below:

### ***Idealized Influence***

This dimension is divided into two factors: Idealized influence behavior and idealized influence attributed. According to Bass and Riggio (2006), these sub factors "represent the interactional nature of idealized influence – it is both embodied in the leader's behavior and in attributions that are made concerning the leader by followers" (p. 6). Transformational leaders act as role models and behave in such a way as to be accepted by followers. Leaders who exert idealized influence have "high standards of ethical and moral conduct" (Bass & Avolio, 1994, p. 3). They are therefore admired, respected and trusted by followers.

### ***Inspirational Motivation***

Transformational leaders display optimism and enthusiasm. They motivate and inspire their followers through attractive visions of a desirable future state and show commitment in reaching the communicated goals.

Bass and Riggio (2006) note that “idealized influence” and “inspirational motivation” could form a single factor of “charismatic-inspirational” leadership and that this single factor is similar to leadership behaviors described in charismatic leadership theory (e.g., House, 1977).

### ***Intellectual Stimulation***

Transformational leaders encourage their followers to be innovative and creative. They motivate them to approach situations in new ways, to question normal practices or to search for unusual solutions to problems. Followers “are not criticized because they differ from the leaders’ ideas” (Bass & Riggio, 2006, p. 7).

### ***Individualized Consideration***

Transformational leaders recognize the different individual needs of their followers. They are concerned that followers are able to develop their potential. In order to do so, the “individually considerate leader listens effectively. The leader delegates tasks as a means of developing followers. Delegated tasks are monitored to see if the followers need additional direction or support, and to assess progress” (Bass & Riggio, p. 7). An individualized considerate leader therefore acts as a coach or mentor.

### **Full Range of Leadership Model**

According to Avolio and Bass (1991), the transformational components of leadership behavior listed above are the active and effective part of the “Full Range of Leadership” model. The other part of this model consists of the more passive and ineffective dimensions of transactional leadership, which describes

an exchange relationship between the leader and his or her subordinates (cf. Figure 1). There are two active forms of transactional leadership behavior, “contingent reward” and “management by exception active”. The two passive forms include “management by exception passive” and “laissez-faire” (e.g., Sosik & Jung, 2010). These dimensions are described in brief as follows:

### ***Contingent Reward***

This component represents an exchange relationship between leaders and followers. The leader assigns tasks or sets goals, making clear exactly what followers can expect when meeting these expectations. In turn, followers are rewarded when they meet their set goals and punished if they fail to meet expectations (Bass & Riggio, 2006; Sosik & Jung, 2010).

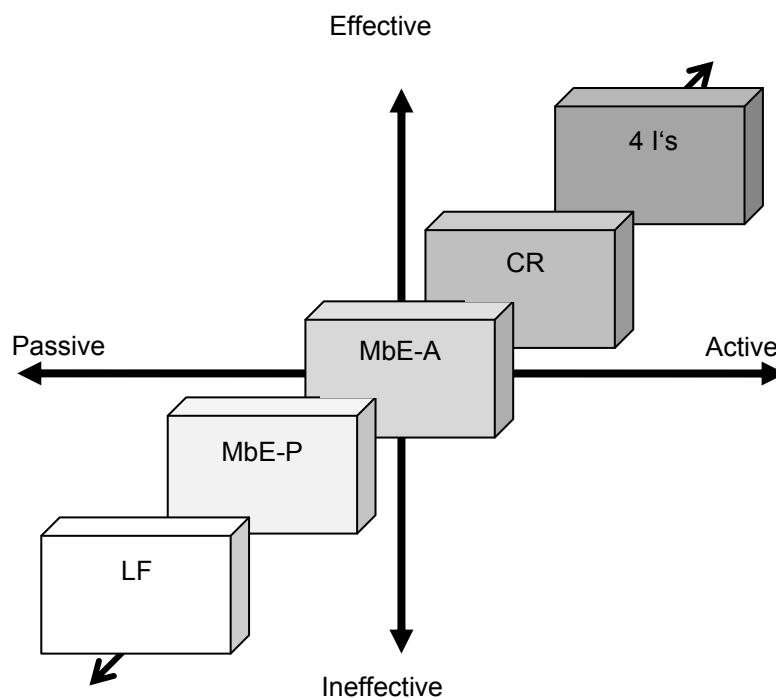
### ***Management by Exception Active and Passive***

*Management by exception active* describes the active control of the followers' work by the leader and *management by exception passive* means the leader intervenes only when obvious mistakes have been made. According to Bass and Riggio (2006), this leadership behavior is then necessary and effective, when safety is of great importance. Sometimes, when the span of control is too large, “management by exception passive” is the only possibility for a leader to supervise his followers.

### ***Laissez-Faire***

“Laissez-faire” is the most passive and ineffective dimension of leadership. Actually, this component describes the avoidance or absence of leadership. The “laissez-faire” leader does not make decisions and delays any action.

Overall, transactional leaders restrict themselves to the reinforcement of the required work behavior and the diminishment of negative deviations from expected work behavior. Transactional leadership behavior is important for the functioning of organizations. Therefore, on the one hand and as Bass and Riggio (2006) notice, “there is nothing wrong with transactional leadership. It can, in most instances, be quite effective” (p. 10). But on the other hand, only transformational leaders are capable of inspiring followers to exceed the goals set by transactional leaders (Sosik & Jung, 2010).



*Figure 1.* “Full Range of Leadership” model (adapted from Avolio, 1999, p.

53; see also Bass & Avolio, 1994, p. 5; Bass & Riggio, 2006, p. 10).

**Augmentation Effect and Effectiveness of Transformational Leadership**

According to the “Full Range of Leadership” model, the transactional and transformational leadership styles are both of importance and are linked, as “every leader displays a frequency of both the transactional and transformational factors” (Bass, 1999, p. 11). In a sense, transactional leadership can be seen as the basis required for a leader to achieve the desired performance of his followers, and transformational leadership can be seen as an expansion of transactional leadership (Bass & Avolio, 1994). Leaders who build up and motivate their followers through transformational leadership behavior are capable of achieving performances that go beyond expectations (Avolio, 1999; Bass & Riggio, 2006; Sosik & Jung, 2010). This augmentative effect of transformational leadership is empirically confirmed (e.g., Bass, Avolio, Jung, & Berson, 2003; Felfe, 2006; Geyer & Steyrer, 1998; Judge & Piccolo, 2004). Numerous studies have found a positive relationship between transformational leadership behavior and desired organizational outcomes, such as subordinates’ performance (e.g., Bass et al., 2003; Dvir, Eden, Avolio, & Shamir, 2002; Geyer & Steyrer, 1998; Judge & Piccolo, 2004;), job satisfaction (Felfe, 2006; Judge & Piccolo, 2004), affective organizational commitment (Bycio, Hackett, & Allen, 1995; Felfe, 2006), and organizational citizenship behavior (Felfe, 2006; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

But alongside this positive empirical evidence for the “Full Range of Leadership” model and the theory of transformational leadership, some

questions remain. One of these questions concerns the measurement of the “full range” of leadership behaviors.

### **Multifactor Leadership Questionnaire (MLQ)**

Alongside other measures to assess transformational leadership, such as the “Transformational Leadership Inventory” (TLI; Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff, MacKenzie, Moorman, & Fetter, 1999) or the “Transformational Leadership Questionnaire” (TLQ; Alimo-Metcalfe & Alban-Metcalfe, 2001), the “Multifactor Leadership Questionnaire” (MLQ) was developed by Avolio and Bass (1991) to measure the nine distinct factors of the “Full Range of Leadership” model. Several different versions of the MLQ now exist. A widely-used form is the MLQ (5x), which is available in a validated German version (Felfe, 2006). Every dimension is assessed with four items, with a total of 36 items.

In various studies and meta-analyses, this postulated nine-factor structure could not be confirmed (Felfe, 2006; Heinitz, Liepmann, & Felfe, 2005; Judge & Piccolo, 2004; Tejada, Scandura, & Pillai, 2001). The transformational factor correlated highly with the transactional dimension of “contingent reward” (.80, estimated true score correlation in the meta-analysis of Judge & Piccolo, 2004). Also, the transformational subdimensions showed high intercorrelations. For instance, Felfe (2006) reports correlations of  $r = .66$  up to  $r = .82$ . Some researchers found better factor fits with a reduced scale (e.g., Heinitz et al., 2005; Tejada et al., 2001). However, Antonakis, Avolio, and Sivasubramaniam (2003) were able to confirm the nine dimensions of the



MLQ 5x. They concluded that the particular contextual conditions play an important role, and that the difficulties in obtaining the postulated factor structure of the MLQ were a consequence of the non-homogeneity of the investigated samples – such as mixed organizational types, several hierarchical levels or the gender of the leader / rater.

Besides the controversy about the measurement of transformational and transactional leadership, there are several other unanswered questions concerning transformational leadership. While the effectiveness of transformational leadership is widely confirmed, it is less clear what exactly determines or predicts transformational leadership (cf. Avolio, Walumbwa, & Weber, 2009).

Some researchers have investigated the influence of personality on the development of transformational leadership. They have found positive but weak relationships between transformational leaders and extraversion, agreeableness, and openness to experience (Bono & Judge, 2004; Judge & Bono, 2000). Also, demographic variables seem to have an influence on the presence of transformational leadership. In a study by Bass, Avolio, and Atwater (1996), female managers were found to be more transformational than male managers. Furthermore, some organizational cultures have been suggested to be especially beneficial for transformational leadership (Bass, 1999). Last but not least, research has shown that the characteristics of the followers influence whether a leader behaves in a transformational manner (e.g., Heilmann, 2008). In summary, these findings suggest that the perception or development of transformational leadership is not independent of the

characteristics of the leader, the characteristics of the followers or of the situation.

In the present dissertation project, the focus lies on the influence of organizational justice as a prerequisite for the perception or the development of transformational leadership. The next section focuses on the concept of organizational justice and provides evidence for the need to shed light on the role of justice for the perception of transformational leadership.

## Organizational Justice

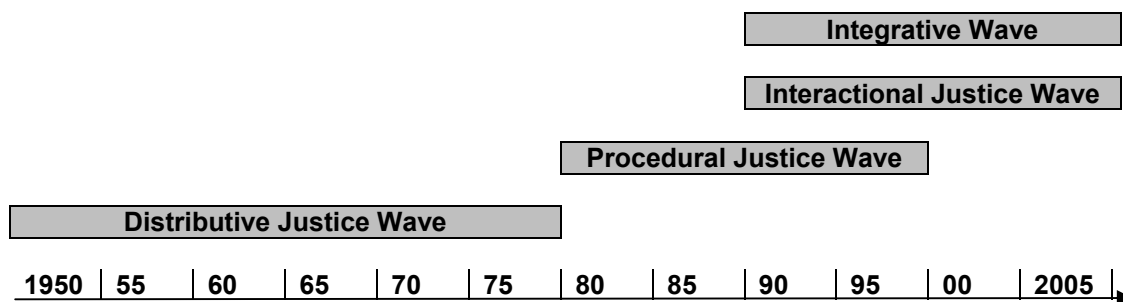
*“Organizational justice – members’ sense of the moral propriety of how they are treated – is the ‘glue’ that allows people to work together effectively” (Cropanzano, Bowen, & Gilliland, 2007, p. 34).*

Organizational justice – or fairness – is a construct describing what people perceive as being fair within organizations (Colquitt et al., 2001; Colquitt, Greenberg, & Zapata-Phelan, 2005). Organizational justice is therefore a subjective construct and “is a personal evaluation about the ethical and moral standing of managerial conduct” (Cropanzano et al., 2007, p. 35).

The concept of organizational justice can be divided into four distinct dimensions: Distributive justice refers to concerns about distributions of outcomes (Adams, 1965), whereas procedural justice focuses on the procedures that lead to these outcomes (Leventhal, 1980; Thibaut & Walker, 1975). Bies and Moag (1986) introduced the term “interactional justice”, stating that the treatment received from authorities when implementing these procedures is also of importance. This facet is divided into interpersonal justice, reflecting the degree to which people are treated with dignity and respect, and informational justice, concerning the information and explanations provided (Greenberg, 1993a). In the following section, these dimensions are described in detail.

## Dimensions of Organizational Justice

During the latter half of the last century, the construct of organizational fairness was successively developed (cf. Figure 2). It started with Homans' (1961) ideas of distributive justice, which were further developed by Adams (1965) in his equity theory. Adams equity theory became predominant in assessing justice at the work place for nearly 20 years (Colquitt et al., 2005).



*Figure 2.* Historical development of theory and research of organizational justice and its dimensions (adapted from Colquitt et al., 2005, p. 7).

### *Distributive Justice*

According to the equity theory by Adams (1965), employees compare the ratio of their outputs (e.g., pay) to their inputs (e.g., work done) with the output to input ratio of another, relevant person. Inequity then exists, whenever this comparison is unfavorable, that is, unequal. In that case, employees start to feel discontent – this discontentment manifests itself in the form of a negative emotional state. The discomfort about the perceived inequity motivates people to restore equity (Adams, 1965; Ambrose & Arnaud, 2005; Colquitt et al., 2005). Adams refers to the cognitive dissonance theory of Festinger (1957) and

notes that “the presence of inequity will motivate Person to achieve equity or to reduce inequity, and the strength of motivation to do so will vary directly with the magnitude of inequity experienced” (Adams, 1965, p. 283). To reduce the inequity, individuals could, for example, change their inputs or outputs either directly or by cognitive revaluation, they could quit or otherwise exert influence on the object of their comparison, or even change the object (Adams, 1965).

Empirical findings supported Adams’ equity theory, but it also came under criticism – for instance, for being vague concerning the specification of the comparison target (Colquitt et al., 2005). Deutsch (1975) questioned “equity” as the standard allocation principle of distributive justice as “too limited as a perspective” (p. 149). He proposed relying on “equity” as an allocation norm only when productivity is the primary goal. He suggested that “equality” would make a better principle of allocation for the maintenance of social relations, and “need” a better allocation principle for personal development and welfare. In a similar vein, Leventhal (1976) emphasized the importance of using other allocation rules rather than equity. The importance of fair procedures implemented by allocators, when determining the allocation rules, developed into a relevant issue (Deutsch, 1975), and increasingly became the object of research and consideration.

### ***Procedural Justice***

The concept of procedural justice was fundamentally influenced by the empirical studies of Thibaut and Walker (1975). These authors investigated the

perceptions of fairness from disputants in legal procedures and found two stages to be of importance, so that a procedure could be judged as fair: Process control, which refers to the control over the presentation of evidence used to resolve a problem, and decision control, the control over the outcome of the procedure (Thibaut & Walker, 1978). Especially, having control over the process, or having voice, leads disputants to perceive the outcome as fair.

Based on this seminal research from Thibaut and Walker (1975, 1978), Leventhal (1980) postulated six procedural rules in his publication, “What should be done with equity theory?”. He defined a procedural rule as “an individual’s belief that allocative procedures which satisfy certain criteria are fair and appropriate” (p. 30). These six rules are:

1. Consistency: Procedures should be kept stable across persons and time (at least over a short term).
2. Bias-suppression: Personal self-interest or blind allegiance to prejudice should be prevented at any time during the process.
3. Accuracy: The process should be based on as much information and opinion without error as possible.
4. Correctability: There should be possibilities to modify and reverse decisions at various points during the process.
5. Representativeness: All stages of the process must reflect the basic concerns, values and outlook of relevant subgroups for the person affected by the process.
6. Ethicality: Procedures must be compatible with fundamental moral and ethical values that are accepted by the affected person.

Procedural justice can be distinguished from distributive justice. Whereas distributive justice shows strong effects on satisfaction with specific outcomes, procedural justice has an influence on attitudes about organizations or institutions (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Sweeney & McFarlin, 1993). The different effects of distributive and procedural justice are less clear concerning behavioral reactions (Ambrose & Arnaud, 2005). Although distinct, the two dimensions of justice are not independent. Meta-analyses found correlations between .57 and .77 (Cohen-Charash & Spector, 2001; Colquitt et al., 2001).

As Thibaut and Walker (1978) already noticed, perceptions of fair procedures have a positive influence on a person's reactions to the outcome. This interaction effect is the most replicated and robust finding in organizational justice research (van den Bos, 2005) and was first called the “fair process effect” by Folger, Rosenfield, Grove, and Corkran (1979). In other words, when individuals perceive a process as fair (procedural fairness), they are more likely to perceive their outcome as fair (distributive fairness).

Bies and Moag (1986) introduced the next refinement of the concept of organizational justice. They noticed that “historically justice researchers have neglected interactional concerns and restricted their attention to an analysis of outcomes and procedures as bases for fairness judgments” (p. 44). They argued that a procedure generates an interaction through which an outcome is allocated. Every part in this sequence is essential and should be fair. This was the foundation stone for the dimension of interactional justice, which is described below.

### ***Interactional Justice***

This third dimension of organizational justice was introduced by Bies and Moag (1986) with the statement: “By interactional justice we mean that people are sensitive to the quality of interpersonal treatment they receive during the enactment of organizational procedures” (p. 44). They investigated job applicants and found that truthfulness, respect, propriety of questions and justification were criteria for their evaluation of the recruitment process as fair. Also, Bies and Shapiro (1987) found significant effects of justification on the perception of fairness in an experimental study. Greenberg (1990) tested the effect of interactional justice on reactions of employees during a temporary pay cut in two comparable plants. When the reasons for the pay cut were adequate and sensitively explained, the employees reported less feeling of inequity and anger. As a consequence, the theft rate in the plant was significantly lower compared with the theft rate in the second plant, where employees received inadequate explanations.

Greenberg (1993a) proposed a distinction between structural and social determinants of justice, whereby the social determinants ensure fairness by the interpersonal treatment one receives. He separated interactional justice into informational justice and interpersonal justice. *Informational justice*, referring to the social determinants of procedural justice, means that justice is perceived when honest and candid information and reasonable justifications for decisions are provided. Explanations “must be recognized as genuine in intent (i.e., not merely ingratulatory) and based on sound reasoning” (Greenberg, 1993a, p. 85). *Interpersonal justice*, referring to the social determinants of distributive justice,



means that justice is perceived when sensitivity is shown by authorities. They should feel and express authentic remorse when dealing with undesirable outcomes.

These two dimensions of interactional justice could be experimentally distinguished: The acceptance of a work site smoking ban was enhanced for employees who smoked when they were previously thoroughly informed and when the informant showed high social sensitivity. The acceptance was highest when the effects of informational and interpersonal justice were combined (Greenberg, 1994). This effect was also found in a laboratory study, where theft was lowest when high valid information was provided and high interpersonal sensitivity was shown (Greenberg, 1993b).

As well as distributive and procedural justice not being independent, interactional justice also correlates positively with distributive justice ( $r \leq .47$ ) and with procedural justice ( $r \leq .58$ ; Cohen-Charash & Spector, 2001). In the same way that interpersonal and informational justice correlate at  $r = .66$  with each other, both dimensions show positive relationships with distributive as well as procedural justice (Colquitt et al., 2001). But, as concerns the relationship between procedural and interactional justice, Bies (2005) stated that “interactional justice perceptions tend to be associated with direct supervisor evaluations whereas procedural justice perceptions tend to be associated with organizational system evaluations” (p. 91).

Colquitt (2001) suggested conceptualizing organizational justice as four distinct dimensions. This suggestion is widely used in recent research, although numerous instruments exist which measure justice perceptions. This topic will

be discussed later in this introduction. In the next section I will first give a short introduction to integrative models of justice which – as their name may suggest – do not consider the four dimensions of organizational justice separately. These models examine the effect of the different justice dimensions in combination (see also Colquitt et al., 2005).

### **Integrative Models of Justice**

Of several integrative models of justice, I will describe only two models in more detail here: “Fairness theory” and the “relational model of authority in groups”. I limited the choice to these models, because of their importance for this dissertation project. They provide the theoretical background for the influence of aspects of justice on the perception of a leader.

The *fairness theory* is a counterfactual conceptualization (Folger & Cropanzano, 1998, 2001). That is, whenever a person experiences an unfavorable situation, he or she might think about what *would* have been, if the situation were different. For instance, if a supervisor allocates an unfavorable outcome to a follower, then that follower not only asks himself what would have been if the outcome had been different, he also asks: *Could* the supervisor have acted differently or *should* he have acted differently with regards to ethical or moral standards? If one of these questions can be answered with a “yes”, the supervisor will be blamed for the perceived injustice and will be held accountable for it. Fairness theory therefore emphasizes the central role of accountability for justice perception (Folger & Cropanzano, 2001). “How we adapt to or become alienated from others involves the accountability of

evaluating other people by standards of fair conduct” (Folger & Cropanzano, 2001, p. 46). These authors argue that fairness theory alters the distinction between process and outcome insofar as “traditional views have separated distributive, procedural, and interactional justice, whereas the fairness theory emphasizes counterfactual similarities that all three have in common” (p. 36). In other words, the “would, could or should” question can be asked regardless of whether a situation is distributively, procedurally or interactionally unjust.

Another integrative model of justice is the *relational model of authority in groups* (Tyler & Lind, 1992). This model has its focus on the legitimacy of authorities, and, according to Colquitt et al. (2005), this is the difference between this model and the antecedent group-value model (Lind & Tyler, 1988). In fact, these models are often used interchangeably in research (Colquitt et al., 2005). The seminal question of the relational model of authority in groups concerns the preconditions necessary for authorities to be successful. Tyler and Lind (1992) argue that authorities must be obeyed voluntarily, making legitimacy the key factor for an authority in being accepted, because “having legitimacy facilitates the ability to gain decision acceptance and to promote rule-following” (Tyler, 2006, p. 379). This legitimacy is a consequence of a follower’s perception of procedural justice, since information about fair procedures is a manifestation of group values. In accordance with the group-value model, “of key importance, (...), are the implications of the procedure for one’s relationship with the group or authority that enacts the procedures” (Tyler & Lind, 1992, p. 140).

According to Tyler (1989), “standing”, “neutrality” and “trust” are important factors for people when evaluating procedures as fair. Standing is important, because people validate their self-identity through a high status within a valued group (Tyler & Lind, 1992). Neutrality of an authority (that is, honesty and lack of bias) provides people with information about their relationship with the authority. The authority must be perceived as trustworthy. “The belief that the authority views one as a full member of society, trust in the authority’s ethicality and benevolence, and belief in the authority’s neutrality – these appear to be the crucial factors that lead to voluntary compliance with the directives of authority” (Tyler & Lind, 1992, p. 163). To summarize, the perception of procedural fairness leads followers to see authorities as legitimate and, as a consequence, to accept their rules and decisions more willingly (Tyler, 2006).

### **Measurements of Organizational Justice**

*“Even the most interesting and powerful theories are useless if their component constructs are poorly measured” (Colquitt & Shaw, 2005, p. 114).*

Instruments to measure organizational justice have been successively developed, simultaneous to the development of the different dimensions of the concept of organizational justice (cf. Figure 2). To date, numerous justice scales exist, each of which differs in the conceptualization of justice (for an overview see Fields, 2002), making the results of different studies on organizational justice difficult to compare (Colquitt et al., 2001).

Basically, a good justice measure must fit the type of justice (distributive, procedural or interactional), the source (system or supervisor) or the context (specific topic or global judgment) which is of relevance for the intended research (Colquitt & Shaw, 2005). Furthermore, organizational justice can be measured directly by the question of how fair something is for the respondent. A sample item for a direct approach is: “How fair or unfair are the procedures used to determine salary increases?” (Sweeney & McFarlin, 1993, p. 27). The measurement of organizational justice can also be indirect, that is by assessing the rules or procedures that foster the perception of justice. A sample item for such an indirect approach is: “Your supervisor considered your viewpoint” (Moorman 1991, p. 850).

However, Mikula (2005) argued that only direct justice items assess perceived justice and that indirect measures of justice only can be used “when one takes it for granted that people equate a high level of the respective variables, such as voice, as just” (p. 201).

The different dimensions of organizational justice are often highly correlated (Colquitt & Shaw, 2005). Colquitt (2001) assumes that the “cross-pollination of items” inflates the relationship among the different dimensions of justice. This means, for example, that a scale intending to measure interactional justice will also contain questions concerning the ability to express one's own opinion (an aspect of procedural justice).

One measurement that has been widely used in recent studies is the justice scale developed and validated by Colquitt (2001), which also exists in a validated German version (G. W. Maier, Streicher, E. Jonas, & Woschée,

2007<sup>1</sup>). Results from two different studies allowed Colquitt (2001) to conclude that organizational justice is best measured and obtained with the four distinct dimensions distributive, procedural, interpersonal, and informational justice. These results were confirmed by German studies to test the validity of this scale (G. W. Maier et al., 2007; Streicher, E. Jonas, G. W. Maier, Frey, Woschée, & Wassmer, 2007). I used the four-dimensional justice scale developed by Colquitt (2001) in the present project to measure perceived organizational justice.

### **Organizational Justice and Transformational Leadership – Findings and Explications of a Relationship**

Van Knippenberg et al. (2007) stated that leadership “research left the issue of what exactly makes leadership effective largely undecided, leading one to suspect that it might have missed out on important aspects” (p. 114). As mentioned before, the similar positive effects of transformational leadership behavior and aspects of organizational justice on organizational outcomes are empirically confirmed (e.g., van Knippenberg et al., 2007). Therefore, a connection between justice and leadership seems obvious (Colquitt & Greenberg, 2003), supporting the idea that leadership styles and justice issues should be investigated together (De Cremer, 2006). The first steps in integrating transformational leadership and organizational justice have been promising. Two recent studies revealed correlations and statistical interactions between transformational leadership and dimensions of organizational justice.

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<sup>1</sup> This author (Maier) and also the coauthor (Jonas) have to be distinguished from the author of this dissertation and the coauthor of the included papers. Therefore I add always the initials in combination with these surnames.

Leaders were then seen as more transformational when their behavior was perceived as being interactionally fair (De Cremer et al., 2007), and transformational leadership moderated the influence of procedural justice on followers' self-esteem and emotions (De Cremer, 2006).

Slightly more research has been conducted concerning organizational justice in combination with Leader-Member-Exchange (LMX). This leadership theory describes the dyadic exchange process between follower and supervisor (Yukl, 2006), and is related to transformational leadership behavior. For example, Yukl, O'Donnell, and Taber (2008) found that relations-oriented behaviors (supporting, recognizing, consulting, and delegating) – behaviors that are also inherent in transformational leadership – were strongly related to LMX. Furthermore, transformational leadership behavior had significant effects on all of the LMX-dimensions (Lee, 2008). Therefore the influence of the justice dimensions on LMX should also apply for transformational leadership, due to the connection between these two leadership theories.

For instance, interpersonal and informational justice were found to improve the LMX between supervisor and subordinate (Walumbwa, Cropanzano, & Hartnell, 2009), and to mediate the relationship between interactional justice and job satisfaction as well as supervisor-directed organizational citizenship behavior (Masterson, Lewis, Goldman, & Taylor, 2000).

Overall, there has been some first empirical evidence for the influence of organizational justice on the perception or evaluation of certain leadership styles such as LMX, and also some rudimentary research on its impact on

transformational leadership. But what are the possible explanations for this relationship? Two possible theories to explain the underlying mechanisms of the connection were already described in this introduction: Fairness theory and the relational model of authority in groups.

According to the fairness theory, there is a close linkage between the perceived (in)justice of a situation and the process of allocation of accountability for this situation: An unfavorable situation is then perceived as unfair, when someone can be blamed for the circumstances (Folger & Cropanzano, 1998, 2001) and vice versa: “If no one is to blame, there is no social injustice” (Folger & Cropanzano, 2001, p. 1). In organizational settings, leaders and supervisors often have to communicate or implement unpopular or unfavorable decisions and are therefore targets of blame from their subordinates, who see them as accountable for the situation. According to the fairness theory, in such situations, followers may use the “could” criterion: Could the supervisor have acted differently? When this question can be affirmed, the supervisor will be held blameworthy for the unfavorable decision.

The focus of the fairness theory lies on negative events, but can also be extended to positive events or situations. In such situations, accountability will lead to the assignment of credit (Folger & Cropanzano, 2001). In other words: The more a situation is perceived as fair, the less necessary it is for followers to blame the supervisor, and the more he will be credited for the favorable situation. Consequently, such a leader will be perceived and evaluated more positively, which in turn is beneficial for the future relationship between leader and follower. I would suggest that this kind of positive development of the



leader-follower relationship does not only lead to positive evaluations of the leader by his followers, but that such a leader will be liked by his subordinates. This liking in turn could have a positive influence on the perception of transformational leadership (Brown & Keeping, 2005). In short: The more organizational justice is perceived by followers, the more likely their leader will be perceived as transformational.

One question about fairness theory remains: “It is unclear when authority figures are held responsible for their subordinates” (Folger & Cropanzano, 2001, p. 15), because sometimes supervisors may be perceived as only carrying out orders from the higher level managers. Therefore, lower-level leaders could be blamed less for unfavorable situations. In fact, a recent study revealed that those leaders who had high power over their followers in particular were those held accountable for unfavorable situations (van Dijke, Mayer, & De Cremer, 2010).

Either way, it is clear: Fairness theory postulates a linkage between perceived (un)fairness by followers and the perception and evaluation of the leader.

The second explanation for the underlying mechanisms of the relationship between justice and transformational leadership is provided by the relational model of authority in groups (Tyler & Lind, 1992). According to this model, perceptions of justice are a precondition for followers in accepting the authority of the leader as legitimate and, as a consequence, to obey them voluntarily, to follow his or her rules and to accept his or her decisions. Thus, justice seems to be a basis for subordinates in allowing themselves to be led by

their supervisors and in accepting to be influenced by supervisors. This in turn leads to various forms of cooperation (Tyler, 2006). I would suggest that justice is also the basis for followers in perceiving their leader as transformational. According to the definition of transformational leadership, these leaders are capable of transforming and motivating followers to perform beyond expectations. And this, in turn, is only possible when followers accept the legitimacy of their leader in exerting this influence.

### **Individual Organizational Outcomes – Measures of Effectiveness**

Measuring the success of a leader or a specific condition in an organizational setting is a challenge. The access to objective criteria of success is difficult, because on the one hand, organizations are reluctant to provide data such as volume of sales or the number of employee's sick days. On the other hand, even these data are not independent of factors that do not lie under the influence of the leader or the presence of justice in the organization. Therefore, numerous studies measure subjective individual outcomes as a proxy of success.

In accordance with this usage, the measurements of success in this dissertation project are “affective organizational commitment” and “job satisfaction” – as positive attitudes of employees – and positive extra-role behavior of employees, known as “organizational citizenship behavior”. Moreover, these variables seem to enhance the performance of employees. Overall job attitudes, a combination of affective organizational commitment and job satisfaction, were significantly related to performance (Harrison, Newman, & Roth, 2006). Based on time-lagged studies, these authors suggested a predictive correlation from attitude to behavior. That is, better performance is a consequence of job satisfaction and affective organizational commitment. This was confirmed by the findings of a recent study, in which employee satisfaction enhanced product quality and consequently, firm performance (Zhou, Li, Zhou, & Su, 2008). Furthermore, organizational citizenship behavior has been found to correlate positively with performance

(e.g., Podsakoff & McKenzie, 1997). All these variables are described in detail below.

### **Affective Organizational Commitment**

Organizational commitment can be defined as the psychological linkage between employees and their organization (Allen & Meyer, 1996; Meyer & Allen, 1991), and consequently leads, for example, to higher job satisfaction and fewer turnover intentions (Meyer & Herscovitch, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). A well-supported three-component model of organizational commitment originates from Meyer and Allen (1991). According to this model, organizational commitment consists of an affective, a normative, and a continuance component. Evidence for the distinction among these three factors was mostly found, but research has also yielded correlations between the components (Allen & Meyer, 1996; Meyer et al., 2002).

Of these three components, affective organizational commitment shows the strongest relationship with desirable in-role and extra-role work behaviors and is consequently an influential predictor of organizational citizenship behavior and performance (Meyer et al., 2002; Organ & Ryan, 1995; Podsakoff et al., 2000). Affective organizational commitment; the emotional attachment to, identification with, and involvement within the organization is a relevant variable in the leadership process. Meyer and Herscovitch (2001) postulate that it would be desirable to foster affective organizational commitment whenever possible, because it “(a) correlates more strongly with a wider range of

‘outcome’ measures and (b) correlates more strongly with any given outcome measure” (Meyer & Herscovitch, 2001, p. 311).

Antecedents of affective organizational commitment are distributive, procedural, and interactional justice, with interactional justice being the strongest predictor (Colquitt et al., 2001; Meyer et al., 2002; Sweeney & McFarlin, 1993). Also, several studies confirm a correlation between transformational leadership and affective organizational commitment (Avolio, Zhu, Koh, & Bhatia, 2004; Bycio et al., 1995; Felfe, 2006; Meyer et al., 2002; Podsakoff, et al., 1996; Pundt, Böhme, & Schyns, 2006). According to Dvir, Kass, and Shamir (2004), this relationship is due to the articulation of a vision, a fundamental part of transformational leadership.

Not only can commitment itself have several foci (affective, normative, continuance) but followers can also commit to different foci (such as leader, coworker, organization; Cheng, Jiang, & Riley, 2003). Hunt and Morgan (1994) found that singular commitments to specific foci (for example, affective commitment to the leader) are antecedents of more global types of commitment (such as affective organizational commitment) – that is, an employee who is committed to his or her supervisor will therefore also be committed to the organization. Consistent with these findings, Meierhans, Rietmann, and K. Jonas (2008) found that affective supervisory commitment mediated the relationship between leader behavior and affective organizational commitment. In their study, fair and supportive leaders fostered affective supervisory commitment, which in turn enhanced affective organizational commitment.

### **Organizational Citizenship Behavior**

Organizational citizenship behavior (OCB) is seen as a contributor to organizational effectiveness, as it maintains and enhances the "...social and psychological context that supports task performance" (Organ, 1997, p. 91). It is defined as work behavior that is neither an enforceable requirement of the job description nor directly recompensed by the formal reward system of the organization (Organ, 1988, 1997). According to Organ (1988), OCB comprises five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. In some studies the five factor model was confirmed (Moorman, 1991; Podsakoff et al., 1990). Other studies found that the subscales correlated highly (LePine, Erez, & Johnson, 2002).

Because of its definition, OCB seems to be strongly related to the motivation of followers. Therefore, it is not surprising that OCB was identified as a consequence of supportive and transformational leadership, organizational justice, and affective organizational commitment (Felfe, Six, & Schmook, 2005; Ilies, Nahrgang, & Morgeson, 2007; Organ, 1997). Perceived justice was considered as a predictor of OCB early on in research (Organ, 1988). OCB is conceived as flexible way of responding to perceived unfairness without breaking the employment contract. In fact, previous research findings show that procedural and interactional fairness are important predictors of OCB (Hoffman et al., 2007; Moorman, 1991; Moorman, Niehoff, & Organ, 1993). A recent study revealed a relationship between fair and supportive leadership and organizational citizenship behavior. This relationship was fully mediated by affective organizational commitment (Meierhans et al., 2008).

## **Job Satisfaction**

Job satisfaction is an important topic within the organizational setting (for example, see Judge & Klinger, 2008). It can be seen as an indicator of emotional well-being (Spector, 1997), as it describes “simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an attitudinal variable” (Spector, 1997, p. 2). Consistent with definitions of social attitudes, Hulin and Judge (2003) define job satisfaction as “multidimensional psychological responses to one’s job” (p. 256) that have cognitive, affective, and behavioral components. The responses can be quantified and arrayed from negative to positive (Hulin & Judge, 2003). Job satisfaction correlates, for example, with (less) turnover (Sutton & Griffin, 2004), organizational commitment (Meyer et al., 2002), OCB (Le Pine et al., 2002), and performance (Judge, Thoresen, Bono, & Patton, 2001; Zhou et al., 2008).

The literature proposes situational, dispositional, or interactionist approaches to determining the predictors of job satisfaction (Cohrs, Abele, & Dette, 2006; Judge, Locke, & Durham, 1997). *Situational approaches* consider different facets of work to cause satisfaction or dissatisfaction in the job, whereas *dispositional approaches* see personality traits as antecedents of job satisfaction. *Interactionist approaches* examine a combination of situational and dispositional determinants.

The influence of leadership or justice on job satisfaction is therefore the influence of the situation on job satisfaction, and several studies have

confirmed this impact. Transformational leadership and job satisfaction were found to be positively related (Judge & Piccolo, 2004; Yang, 2009). This positive relationship was also found for individual aspects of leadership that are also facets of transformational leadership, such as social support from leaders (Pomaki, Maer, & ter Doest, 2004; Warr, 1999) or participatory leadership (Cohrs et al., 2006). A positive relationship between organizational justice and job satisfaction is also empirically supported (Colquitt et al., 2001; Moorman, 1991; Moorman et al., 1993).



### **Aim of this Dissertation Project and Outline of the Studies**

The aim of this project is to investigate the role of organizational justice for perceived transformational leadership and to answer the following questions:

- Is the perception of organizational justice a prerequisite for the perception of transformational leadership?
- Which dimensions of organizational justice are crucial for the perception of transformational leadership?

Research on organizational justice and transformational leadership is scarce, even though “research into leadership and fairness clearly speaks to the importance of fairness in explaining leadership effectiveness” (van Knippenberg & De Cremer, 2008, p. 177). The sparseness of this research holds true despite the call to examine the role of fairness within established leadership traditions (van Knippenberg et al., 2007) or to see justice as “the figural element in the analysis of leadership” (Bies, 2005, p. 104). Transformational leadership was found to moderate the influence of procedural justice on followers’ self-esteem and emotions (De Cremer, 2006) and procedural justice was found to mediate the influence of transformational leadership on organizational citizenship behavior (Pillai, Schriesheim, & Williams, 1999).

To date, there is only one experimental and one field study by De Cremer et al., (2007) that have explicitly investigated the role of fairness on the

perception of transformational leadership. In a vignette study, these authors manipulated procedural, distributive and interactional justice and tested the effect of these manipulations on the perception of transformational leadership measured with the MLQ. They found that only interactional justice had an effect on transformational leadership. In a field study, these findings could be confirmed, although interactional justice was only measured with the interpersonal dimension of the justice scale from Colquitt (2001).

The purpose of the present project is to investigate the influence of the four dimensions of organizational justice on the perception of transformational leadership and, furthermore, the unique and mutual effects of both transformational leadership and organizational justice on individual organizational outcomes as measures of organizational success, such as organizational citizenship behavior, affective organizational commitment or job satisfaction.

Building upon previous findings, I hypothesize that interactional justice will affect the perception of transformational leadership, but in contrast to previous research and in accordance with the “relational model of authorities in groups”, I also assume that procedural justice will foster the perception of transformational leadership.

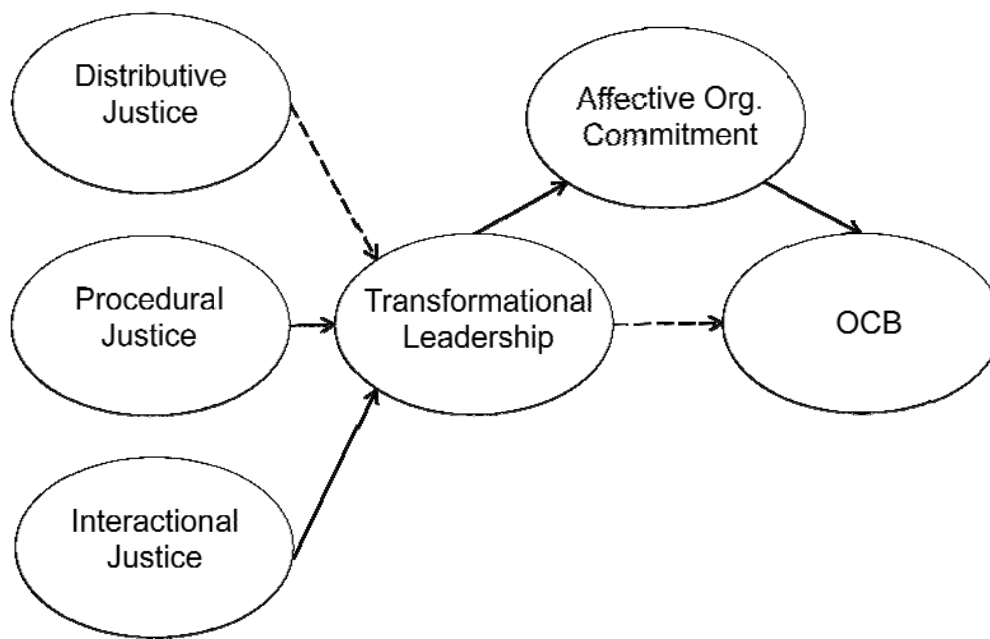
Therefore, the influence of these two dimensions of justice on measures of effectiveness will be at least partially mediated by transformational leadership. The dimension of distributive justice will not have an influence on the evaluation of leadership (cf. van Knippenberg, 2007). This dimension is associated with the perceived fairness of personal outcomes, but not with

followers' evaluation of leaders (Colquitt et al., 2001; Sweeney & McFarlin, 1993). Distributive justice is expected to exert a direct influence on some of the investigated organizational outcomes as dependent variables. To test the main hypotheses of this project, I planned the following three studies:

### **Study 1**

The purpose of the online-survey based first study is to investigate the main hypotheses of the present project. The hypothesized relationships between the constructs in this model are designed to be calculated with a structural equation model (Figure 3). Both interactional justice (interpersonal and informational justice) as well as procedural justice are hypothesized to influence the perception of transformational leadership. In this study, individual organizational outcomes, as measures of the positive effect of justice and transformational leadership, are affective organizational commitment and organizational citizenship behavior.

The effects interactional and procedural justice have on affective organizational commitment are expected to be mediated by transformational leadership. According to previous findings (Felfe, Schmook, Six, & Wieland, 2005; Meierhans et al., 2008), the influence of transformational leadership on organizational citizenship behavior should be mediated by affective organizational commitment. Distributive justice is not expected to have an influence on the investigated variables in this model.



*Figure 3.* Hypothesized model of Study 1. Dashed lines indicate expected non-significant relationships. OCB = organizational citizenship behavior; Org. = organizational.

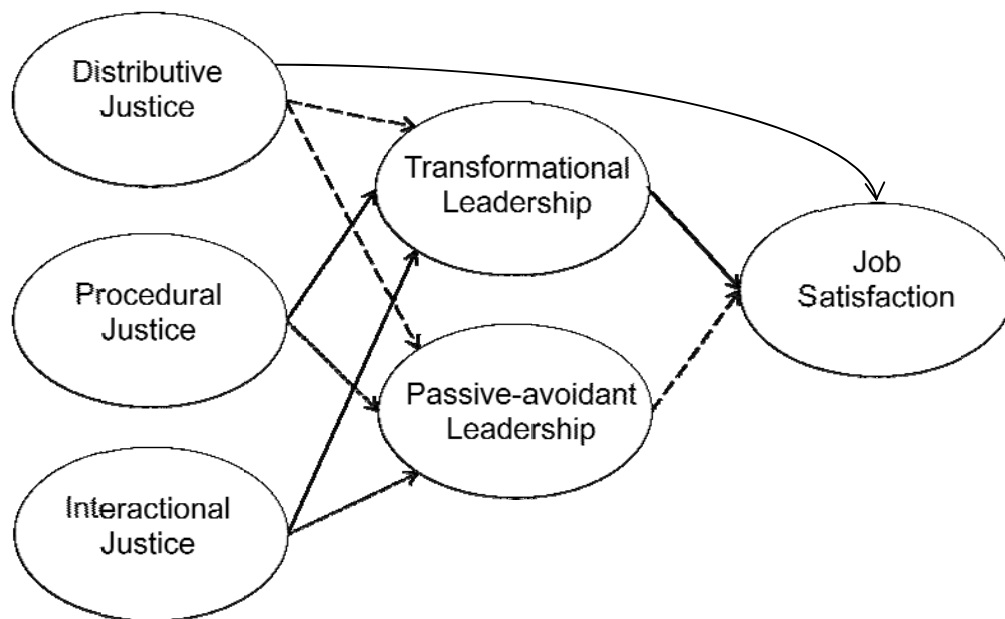
## Study 2

The second study, a cross-sectional field study, is conceived to replicate the findings of Study 1. Additionally, the influence of the different justice dimensions is not only investigated in regards to transformational leadership, but also in regards to passive-avoidant leadership (cf. Figure 4). If interactional and procedural justice are prerequisites for the perception of successful leadership behavior, the relationship between these justice dimensions and passive-avoidant leadership, as a passive and ineffective leadership behavior (Bass & Riggio, 2006), should be negative.

In this study, the measure for successful leadership behavior and the positive influence of organizational justice on individual outcomes is job

satisfaction. Organizational justice as well as transformational leadership were previously found to have a positive influence on job satisfaction (e.g., Colquitt et al., 2001; Judge & Piccolo, 2004), whereas passive-avoidant leadership can generally be expected to relate negatively with job satisfaction (cf. Judge & Piccolo, 2004). Therefore, and following the same line of thought as in Study 1, the prediction is that only transformational leadership will mediate the influence of interactional and procedural justice on job satisfaction.

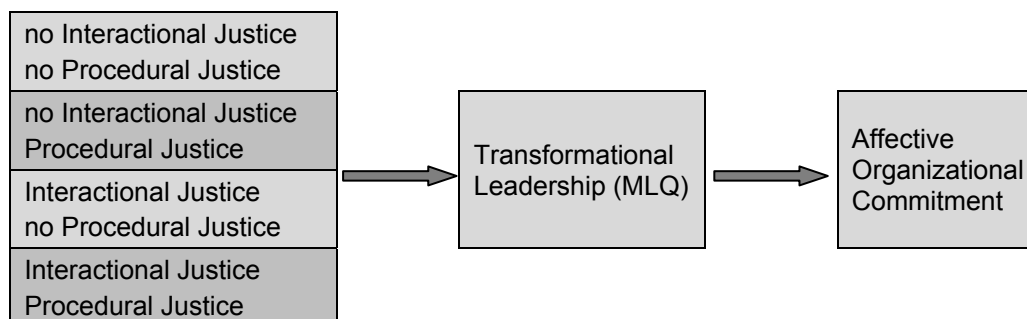
Distributive justice is, as in Study 1, not expected to have an influence on perceived leadership behavior, but to have a positive and independent influence on job satisfaction (cf. Sweeney & McFarlin, 1993).



*Figure 4.* Hypothesized model of Study 2. Dashed lines indicate expected non-significant relationships. Dotted lines indicate expected negative relationships.

### Study 3

The final study of this project is an online experimental study. In this vignette study, procedural and interactional justice are manipulated, and the effect of the different conditions on the perception of transformational leadership and affective organizational commitment is then measured (cf. Figure 5). Distributive justice is not included in this experiment, as this justice dimension – as hypothesized before – is not expected to have an effect on the evaluation of the leader. Furthermore, this study investigates the mediation of the relationship between aspects of justice and affective organizational commitment through transformational leadership. Findings of this study should strengthen the findings of Study 1 and 2.



*Figure 5.* Experimental design to test the hypotheses of Study 3.

I planned the present project to contribute with the results to a better understanding of the mechanisms underlying the relationship between organizational justice and transformational leadership. Results should specify not only that organizational justice is a precondition for the perception of transformational leadership (and not for passive-avoidant leadership), but also

reveal precisely which organizational justice dimensions are of importance for this perception. Additionally, this project will provide information on the mutual and unique effects organizational justice and transformational leadership have on desirable organizational outcomes.

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doi:10.1002/smj.700



## 2

# Fair Communication Matters: Informational Justice and Voice as Preconditions for Transformational Leadership

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### **Abstract**

This study tested the role of organizational justice in the perception of transformational leadership. A structural model, calculated with data from 509 employees in Switzerland, revealed that informational justice ( $\beta = .78$ ) and voice ( $\beta = .18$ ) are significant predictors of perceived transformational leadership. Moreover, transformational leadership fully mediated the influence of informational justice on affective organizational commitment, and partly mediated the relationship between voice and organizational citizenship behavior. The study further revealed that other aspects of organizational justice had a direct positive influence on affective organizational commitment and organizational citizenship behavior. The present results therefore highlight the importance of perceived organizational justice, not only for the development and perception of transformational leadership, but also for affective organizational commitment and organizational citizenship behavior.

**Keywords:** Organizational justice, transformational leadership, affective organizational commitment, organizational citizenship behavior

Leaders who are effective, and who have an ability to motivate their followers, are essential for the success of organizations. Therefore, knowledge about, and insight into, successful leadership behavior is crucial.

Many researchers consider the theory of transformational leadership (Bass, 1985; Burns, 1978) a successful approach to the area of organizational leadership. Particularly in today's globalized and decentralized economy, with increasingly flattened hierarchies in organizations, transformational leaders seem to be successful. Transformational leadership behavior has been shown to predict many important organizational outcomes, such as subordinates' performance, satisfaction, affective organizational commitment, and organizational citizenship behavior (Felfe, 2006; Geyer & Steyrer, 1994; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Podsakoff, Mac Kenzie, Pine, & Bachrach, 2000).

Furthermore, several studies confirm that transformational leadership behaviors predict organizational outcomes both in addition to, as well as over and above other leadership behaviors. However, it is by no means clear under what preconditions transformational leadership is perceived or develops. Recent research (e.g., De Cremer, van Dijke, & Bos 2007) shows that organizational justice or fairness may be one of the explanatory constructs. Empirical findings reveal that organizational justice has positive effects on organizational outcomes, e.g., organizational commitment or organizational citizenship behavior (OCB), similar to the effects of transformational leadership (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter,

& Ng, 2001; De Cremer et al., 2007; for an overview, see van Knippenberg, De Cremer, & van Knippenberg, 2007).

As Bies (2005) stated, it is thus surprising that neither the concept of organizational justice has been integrated into current models of leadership, nor has the role of fairness, in regards to effective leadership, received sufficient attention in the pertaining field. Recent research which considers the role of organizational justice in relation to leadership clearly demonstrates the important role that fairness plays in explaining successful leadership (van Knippenberg et al., 2007), as “theories of organizational justice help to understand the positive and negative effects of leadership (van Knippenberg & De Cremer, 2008, p. 174). Perhaps “justice is the figural element in the analysis of leadership, not some background element embedded in consideration behaviors of leaders” (Bies, 2005, p. 104). To date, only few studies have investigated the role of organizational justice for the presence or perception of transformational leadership process (e.g., De Cremer, 2006; De Cremer et al., 2007).

Therefore, the aim of the present paper is to investigate the influence of all dimensions of organizational justice on the perception of transformational leadership, and their unique and mutual effects on positive organizational outcomes. In previous research, affective organizational commitment was found to be an influential predictor of OCB and performance (Allen & Meyer, 1996; Meyer et al., 2002). Thus, in this study we specifically tested the role of the various organizational justice dimensions as pre-conditions for the

occurrence and perception of transformational leadership and, consequently of affective organizational commitment and OCB.

### **Transformational Leadership and Organizational Justice**

The theory of transformational leadership developed by Bass (1985) and Burns (1978) postulates that transformational leaders transform and motivate followers to do more than what is merely expected from them (Bass, 1999). These leaders are charismatic role models. They articulate inspiring visions and foster outstanding performance through inspirational motivation, intellectual stimulation, and individualized consideration (Avolio & Bass, 1991; Bass, 1985, 1999). By displaying this behavior, transformational leaders motivate followers to perform beyond expectations (Bass, 1985). This augmentative effect of transformational leadership has been empirically confirmed (e.g., Bass, Avolio, Jung, & Berson, 2003; Felfe, 2006; Geyer & Steyrer, 1994; Judge & Piccolo, 2004).

Organizational justice – or fairness – is a construct that describes what people perceive as being fair in organizations (Colquitt et al., 2001; Colquitt, Greenberg, & Zapata-Phelan, 2005). This psychological construct has been successively developed, and it is best measured using four distinct factors (Colquitt, 2001). *Distributive justice* refers to concerns about distributions of outcomes (Adams, 1965), whereas *procedural justice* focuses on the procedures that lead to these outcomes (Leventhal, 1980; Thibaut & Walker, 1975). Bies and Moag (1986) introduced the dimension of *interactional justice*, stating that the treatment people receive from authorities is important when

implementing these procedures. This factor is further divided into *interpersonal justice*, reflecting the degree to which people are treated with dignity and respect, and *informational justice*, concerning the information and explanations provided to employees (Greenberg, 1993).

Precisely because both the perception of transformational leadership, and perceived organizational justice affect organizational attitudes and behavior in a similar way, it is necessary to integrate leadership and justice research. Recent steps in this direction are promising. Leaders' behavior can be more or less effective depending on the perceived fairness (van Knippenberg et al., 2007). Leu (2007) found positive correlations between all dimensions of transformational leadership measured by the Multifactor Leadership Questionnaire (MLQ) and fairness (.59 up to .81). De Cremer et al. (2007) investigated organizational justice and transformational leadership in both controlled and field settings. These authors found that interactional justice (though neither procedural nor distributive justice) influenced perceptions of transformational leadership: "...fairness practices in organizations seem to create a psychological platform on which transformational leadership is built (at least partly)" (De Cremer et al., 2007, p. 1798). In another study by Stinglhamber, De Cremer, and Mercken (2006), interactional justice enhanced the perception of supervisor support (which is an aspect of transformational leadership) and, as a consequence, trust in the supervisor. Followers who feel respected and as being treated fairly show a greater willingness to accept their authorities (Tyler, 1997). When followers accept a leader on the virtue of his behavior, they presumably evaluate this leader in a favorable way. This can



then lead to positive affect or liking, which in turn enhances the rating of transformational leadership (Brown & Keeping, 2005). In this regard, interactional justice was found to improve the quality of subordinates' leader-member-exchange (LMX)-relationship (Walumbwa, Cropanzano, & Hartnell, 2009). Because a high-exchange LMX-relationship shows similarities to transformational leadership, these findings should also be applicable to transformational leadership.

Contrary to the findings of De Cremer et al. (2007), we expect that procedural justice itself also, at least partially, leads to a greater perception of transformational leadership. In contrast to interactional justice, which tends to be associated with supervisor evaluations, "procedural justice perceptions tend to be associated with organizational system evaluations" (Bies, 2005, p. 91). According to Cropanzano, Prehar, and Chen (2002), procedural justice represents the exchange between the employee and the organization. Therefore, procedural justice is often considered as a more systemic than interactional or social part of fairness (Greenberg, 1993; van Knippenberg et al., 2007). However, Colquitt (2001) found an influence of procedural justice on leader evaluation (see also Colquitt et al., 2001). Leaders are often responsible for implementing decisions and are thereby connected to perceptions of fairness (Brockner, Ackerman, & Fairchild, 2001). Moreover, procedural justice is twofold: It is perceived when there is a possibility of voice during the decision-making process and therefore control over the respective outcome (Thibaut & Walker, 1975), or when fair criteria (e.g., consistency, lack of bias, correctability) are present when making decisions (Leventhal, 1980). Voice is

an important aspect of participative leadership (Yukl, 2006), and both the sharing of information, as well as participation, enhance LMX (Yukl, 2006). Due to this fact, it seems plausible that the aspect of voice is more connected to perceptions of fairness that are based on personal or social reasons, rather than systemic ones. Voice would then have an influence on the evaluation of the leader.

Generally, positive procedural justice judgments enhance loyalty and the perceived legitimacy of authorities (Lind, 2001). These findings are in line with the relational model of authority in groups (Tyler & Lind, 1992), which states that fair processes and decisions make people feel valued by their group or organization. Furthermore, this perceived fairness has a positive influence on the relationship with the authority that enacts the procedures and is a prerequisite for accepting the authority. Accordingly, we expect that procedural justice leads (at least partially) to increased perceptions of transformational leadership.

In regard to distributive justice, we do not expect it to have an influence on the perception of transformational leadership. Distributive justice is associated with personal outcomes, such as pay satisfaction, but not with followers' evaluation of leaders (Colquitt et al., 2001; Sweeney & McFarlin, 1993). According to this rationale, we hypothesize:

*Hypothesis 1:* Interactional justice has a positive influence on the perception of transformational leadership.

*Hypothesis 2:* Procedural justice has (at least partly) a positive influence on the perception of transformational leadership.

*Hypothesis 3:* Distributive justice will not affect the perception of transformational leadership.

### **Effects of Transformational Leadership and Organizational Justice on Organizational Commitment and OCB**

The present study not only investigates the influence of justice dimensions on the perception of transformational leadership, but also the mutual and unique effects justice and leadership have on affective organizational commitment and OCB.

*Organizational commitment* can be defined as the psychological link between employees and their organization (Allen & Meyer, 1996; Meyer & Allen, 1991). Consequently, organizational commitment leads, for example, to increased voluntary effort for the organization (Meyer et al., 2002). A well-supported three-component model of organizational commitment originates from Meyer and Allen (1991). According to this model, organizational commitment consists of an affective, a normative, and a continuance component. Evidence for the distinction between these three factors was mostly found, although research has also yielded correlations among the components (Allen & Meyer, 1996; Meyer et al., 2002).

Of these three components, *affective organizational commitment* shows the strongest relation to desirable in-role and extra-role work behaviors, and is consequently an influential predictor of OCB and performance (Meyer et al., 2002; Organ & Ryan, 1995; Podsakoff et al., 2000). Affective organizational commitment – the emotional attachment to, identification with, and

involvement in the organization – is a relevant variable in the leadership process. Meyer and Herscovitch (2001) postulate that it would be desirable to foster affective organizational commitment whenever possible, because it “(a) correlates more strongly with a wider range of ‘outcome’ measures and (b) correlates more strongly with any given outcome measure” (Meyer & Herscovitch, 2001, p. 311).

Several studies confirm a relationship between transformational leadership and affective organizational commitment (Avolio, Zhu, Koh, & Bhatia, 2004; Bono & Judge, 2003; Bycio, Hackett, & Allen, 1995; Felfe, 2006; Meyer et al., 2002; Podsakoff, MacKenzie, & Bommer, 1996; Pundt, Böhme, & Schyns, 2006). According to Dvir, Kass, and Shamir (2004), this relationship is due to the articulation of a vision, a component part of transformational leadership. Other researchers found empowerment to be the mediating process between transformational leadership and affective organizational commitment (Avolio et al., 2004). Also, all dimensions of organizational justice were found to precede affective organizational commitment, with interactional justice being the strongest predictor (Colquitt et al., 2001; Meyer et al., 2002; Sweeney & McFarlin, 1993).

Cheng, Jiang, and Riley (2003) found that followers can commit to different target foci – such as leader, coworker or organization. Hunt and Morgan (1994) found that singular commitments to specific foci (e.g., affective commitment to the leader) are antecedents of more global types of commitment, such as affective organizational commitment – that is, an employee is committed to his supervisor and is therefore committed to the

organization. Consistent with these findings, Meierhans, Rietmann, and K. Jonas (2008) found that affective supervisory commitment mediated the relationship between leader behavior and affective organizational commitment.

*Organizational citizenship behavior (OCB)* is seen to be a contributor to organizational effectiveness, as it maintains and enhances the "...social and psychological context that supports task performance" (Organ, 1997, p. 91). It is defined as work behavior that is neither an enforceable requirement of the job description, nor directly recompensed by the formal reward system of the organization (Organ, 1988, 1997). OCB comprises the five dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988). In a meta-analysis high correlations among these five dimensions were revealed (LePine, Erez, & Johnson, 2002). Williams and Anderson (1991) found two factors of OCB; namely OCB-O (behavior that benefits the organization) and OCB-I (behavior that benefits individuals). However, these factors were also intercorrelated by .56. Therefore, we agree with Hoffman, Blair, Meriac, and Woehr (2007) that the five dimensions (cf. Organ, 1988) should be treated as imperfect indicators of a single latent construct and, with reference to the study by Williams and Anderson (1991), OCB should clearly differ from in-role behavior.

Because of its definition, OCB should be strongly related to followers' motivation. It is therefore understandable that OCB was identified in several studies as being a consequence of supportive and transformational leadership, as well as affective organizational commitment (Felfe, Schmook, Six, & Wieland, 2005; Ilies, Nahrgang, & Morgeson, 2007; Organ, 1997). Perceived

justice was also considered to be a predictor of OCB early on in the research (Organ & Ryan, 1995). OCB is regarded as a flexible way of responding to perceived unfairness, without breaking one's professional contract. Previous research findings show that both procedural and interactional fairness are important predictors of OCB (Hoffman et al., 2007; Moorman, 1991; Moorman, Niehoff, & Organ, 1993). Meierhans et al. (2008) found that fair and supportive leaders fostered affective supervisory commitment, which enhanced affective organizational commitment, which in turn was then shown to have a positive impact on OCB. This is in line with the findings of Felfe et al. (2005). These authors were able to prove a mediation of the relationship between transformational leadership and OCB by affective organizational commitment.

In our study, we hypothesize that interactional and procedural justice will have a positive influence on the perception of transformational leadership. Furthermore, people who rate their leader more positively have been found to be more pre-disposed towards accepting their leader as legitimate (Tyler, 1997), which leads to enhanced affective commitment towards the leader and thus the entire organization. This in turn results in increased voluntary or extra-role behavior. Therefore the influence of interactional and procedural justice on affective organizational commitment and OCB will be at least partly mediated by perceived transformational leadership. Accordingly we hypothesize:

*Hypothesis 4:* Interactional and procedural justice have a positive influence on affective commitment and OCB. This influence comes about directly and indirectly through transformational leadership.

*Hypothesis 5:* The influence of transformational leadership on OCB is mediated by affective organizational commitment.

Distributive justice, as stated above, will influence neither transformational leadership, nor affective organizational commitment, nor OCB. However, it is conceivable that distributive justice may have an influence on in-role behavior, since satisfaction with personal outcomes could lead employees to fulfill the requested tasks properly.

## **Method**

### **Sample and Procedure**

To collect the data for our study we conducted an online-survey (EFS Survey Unipark). E-mails containing the link to the study were sent to all employees of the University of Zürich, to various companies and to private contacts with the request that they forward the link to all of their associates. Employing the multiple site entry technique (Reips, 2002), all URLs contained origin information, so that the data from the different groups could be checked for differences. Upon receiving the e-mail, 1'290 persons followed the link, which again informed them about the purpose and the length of the survey. 733 (86.21%) confirmed wanting to participate seriously (cf. seriousness check,

Reips, 2002) and 560 (43.41%) completed the questionnaire. Forty percent of all dropouts occurred in the first three pages (information and demographic variables), another 8.8% broke off the survey in the three pages that followed. The dropout rate then remained relatively stable ( $< 1\%$  per page), except for the questions about procedural justice, where 15 people terminated the questionnaire. We had to exclude some participants due to systematic missing values, which finally left us with the data of 509 participants, 53.8% of which were women. The mean age of the respondents was between 36 and 45 (the participants stated their age in ranges). When asked about their highest qualification, 63.1% of the participants reported having a university degree, 13.2% possessed a degree from a college of higher education, 9.5% a general qualification for university entrance, 12.8% reported having a basic education and 1.6 % gave no information. Forty-eight percent of all participants were fully employed, all others worked part-time (between 40% and 90% level of employment) with an average tenure in their organization of 6.6 years. Thirty-five percent of all respondents were in a leading position and 62.1% of these were men.

## Measures

*Transformational Leadership* was measured using the transformational sub-scales, with a total of 20 items from the MLQ Form 5 x Short (Bass & Avolio, 1995), in a validated German version (Felfe & Goihl, 2002). All items could be rated from 1 (*never*) to 5 (*regularly, almost always*). The internal consistency reliability of the scale (Cronbach's alpha) was .95.



*Organizational justice* was measured using the justice scale validated by Colquitt (2001), which captures distributive, procedural, interpersonal, and informational justice, with 20 items in total, such as “To what extent is your salary justified in terms of your performance / have you been able to raise objections to the regulations introduced?” or “To what extent has he/she [the authority figure who enacted the procedure] treated you with respect / has he/she been candid in his communications with you?”. The items could be rated from 1 (*to a small extent*) to 5 (*to a large extent*). We translated all 20 items into German, and a professional translator back-translated the German version to verify the equivalence of its content. Scales’ internal consistency reliabilities (Cronbach’s alpha) were .84 – .95.

*Affective organizational commitment* was measured using the “Organisationales Commitment affektiv (OCA)” scale [Affective organizational commitment] with five items. This is a sub-scale of the “Commitment gegenüber der Organisation, dem Beruf, der Tätigkeit und der Beschäftigungsform” [Commitment to organization, occupation, task and type of employment] (COBB) scale (Felfe, Six, Schmook, & Knorz, 2007). An example of one of these items is: “I am proud to be a member of this organization”. These items were rated from 1 (*totally disagree*) to 5 (*totally agree*). Cronbach’s alpha of this scale was .89.

To assess OCB we used the “OCB-Fragebogen zur Erfassung des leistungsbezogenen Arbeitsverhaltens” [Questionnaire to Assess Performance-Related Work Behavior] with a total of 20 items. We conducted an exploratory factor analysis, which revealed five distinct factors (altruism,

conscientiousness, sportsmanship, civic virtue, and required behavior at work), according to the subdimensions of the scale. A confirmatory factor analysis subsequently showed insufficient factor loadings of the sub-scales “civic virtue” and “conscientiousness”. The latter was related to the sub-scale “required behavior at work”. Staufenbiel and Hartz (2000) had previously noted that the distinction of these two scales seems difficult.

Therefore, we finally settled on the sub-scales “conscientiousness” and “required behavior at work” for *in-role behavior*. *Extra-role behavior (OCB)* in this study is composed by “altruism” and “civic virtue”. Examples of items are: “I help others when they are overburdened” for extra-role behavior or “I comply with the requirements at work” for in-role behavior. These items were also rated from 1 (*totally disagree*) to 5 (*totally agree*). Cronbach’s alpha for the extra-role-behavior scale as well as for the in-role-behavior scale, was .74.

## Results

### Test of the Measurement Model

Prior to testing the hypotheses of this study with a *structural equation model* (SEM), we conducted *confirmatory factor analyses* (CFA) for all measurement models to confirm their adequacy. SEM and CFA were calculated using the maximum-likelihood estimation with the software AMOS 17.0 (Arbuckle, 2007). The analyses were based on covariance matrices.

Chi-square statistics,  $\chi^2/df$  ( $0 < x < 2$ ), the comparative fit index ( $CFI \geq .95$ ), the Tucker-Lewis index ( $TLI \geq .95$ ), the root mean square error of

approximation ( $RMSEA < .06$ ), and the p-close ( $> .50$ , to ensure the RMSEA) were used to test the fit of the models (e.g., Hu & Bentler, 1999).

Cronbach's alpha, correlations, mean values, and standard deviations of all variables in the study are displayed in Table 1.

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Insert Table 1 about here

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The confirmatory factor analyses of the measurement models for the different constructs in this study showed acceptable goodness-of-fit values. Only the procedural justice scale required three substantial correlations between error terms. We then tested a two-factorial structure of this scale and this solution provided good fit values. With regard to the contents of the items of these two factors, this solution appears reasonable. The newly defined “voice”-factor contains items that measure to what extent followers can express their opinion during the implementation of new regulations (cf. Thibaut & Walker, 1975), whereas the second factor “organization-referenced procedural justice” contains items concerning bias-free and ethical procedures used while implementing these new regulations (cf. Leventhal, 1980). These findings are in line with results from Jepsen and Rodwell (2009). These authors found the exact same two-factorial structure of Colquitt's procedural justice scale in two independent samples ( $N = 400$  and  $N = 505$ ). For the calculation of the structural model, we used this two-factorial structure.

When the measures had subdimensions to assess the construct, all indicators for the latent variables were scale mean values. For all other latent

variables, we parceled the items creating combined subsets (Little, Cunningham, Shahar, & Widaman, 2002) – except for the “voice”-scale, where individual items were used. The overall fit of the measurement model including all model variables was good.  $\chi^2(142, N = 509) = 265.95, p = .000$ ;  $\chi^2/df = 1.87$ , CFI = .98, TLI = .98, RMSEA = .04,  $p\text{-close} = .97$ . All factor loadings of the indicators were  $\geq .66$  (with the exception of one indicator with .46), and therefore satisfactory.

### Structural Model

The final model displayed in Figure 1 fits the data well,  $\chi^2(153, N = 509) = 236.86, p = .000$ ;  $\chi^2/df = 1.55$ , CFI = .99, TLI = .99, RMSEA = .03,  $p\text{-close} = 1.00$ .<sup>2</sup> All hypothesized paths in the structural model were significant, except for “interpersonal justice”. We had expected a significant influence of interpersonal justice on perceptions of transformational leadership, but this was not the case. Moreover, this variable, though highly correlated with the other variables in the model (see Table 1), had no effect on any of the dependent variables in the structural model. Therefore, we excluded this variable to keep the model as parsimonious as possible. Distributive justice was weakly, yet significantly, positively associated with affective organizational commitment ( $\beta = .09, p = .046$ ). This result should be considered carefully given the sample size may induce significance even by small effects. The model accounted for 75% of the variance in transformational leadership, 31% of the variance in the

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<sup>2</sup> We controlled for common method variance using a single method-factor approach (cf. Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; but see also Spector, 2006). There was no significant improvement of the primary model ( $\Delta\chi^2\text{-Test: } \chi^2(3, N = 509) = 5.78, p = .12$ ).

measure of affective organizational commitment, 40% of the variance in extra-role behavior and 10% of the variance in in-role behavior.

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Insert Figure 1 about here

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Although we had strong theoretical arguments for the calculated model, we tested two alternative models (see MacCallum & Austin, 2000), with paths indicating an opposite influence of transformational leadership on organizational justice. In one of these models transformational leadership was a predictor for “informational justice” and “voice”. In the second model transformational leadership was a predictor for all justice variables. Both models did not fit the data, and the Bayes Information Criterion (BIC) increased from 592.1 (proposed model) to 692.18 or 693.76 respectively, which indicated strong evidence for the better fit of the proposed model (Raftery, 1993, 1995).

To test the supposed mediations, we compared four models. In the first model, all relevant paths were freely estimated. In the other models we successively restricted the relevant paths to zero (Frazier, Barron, & Tix, 2004; Holmbeck, 1997; James, Mulaik, & Brett, 2006). Table 2 provides an overview of these models and the results of the  $\chi^2$ -difference tests, which show that the restricted models were not significantly deteriorated. Thus, the hypothesized mediations were supported.

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Insert Table 2 about here

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We also controlled the results displayed in Figure 1 for demographic variables. We tested the influence of gender and leader positions – comparing a basis model, where all paths were freely estimated, with restricted models. In these restricted models, we gradually forced paths to be equal between the two compared groups. On the whole, the model was independent of these demographic influences.

We found significant differences between men and women in regards to the relationship between procedural justice and in-role behavior, as well as in the relationship between affective organizational commitment and in-role behavior (see Table 3). Furthermore the standardized  $\beta$  of the path between transformational leadership and affective organizational commitment differed significantly between gender, with .55 for women and .18 for men.

For participants with a leader position ( $n = 179$ ), the path from informational justice to transformational leadership had a  $\beta$  of .68, compared to .81 for participants without a leader position ( $n = 330$ ). This difference was significant. Also significantly different were the paths between voice and transformational leadership, and between distributive justice and affective organizational justice. An overview of these comparisons is displayed in Table 3.

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Insert Table 3 about here

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## Discussion

The present research focused on the role of organizational justice as a precedent of perceived transformational leadership. Our hypotheses were confirmed, that informational justice (as a subdimension of interactional justice) was not the only strong predictor of transformational leadership, but that voice (as a subdimension of procedural justice) also significantly predicted the perception of transformational leadership. These findings provide a more thorough understanding than that of previous research.

Furthermore, to the best of our knowledge, this is the first study to investigate the unique and mutual effects of organizational justice and transformational leadership on affective organizational commitment and OCB simultaneously. The results show that organizational justice and transformational leadership play an important role in improving affective organizational commitment, and that this improvement is vital, since affective organizational commitment has a substantial influence on OCB. This influence was almost twice as much as the influence affective organizational commitment had on in-role behavior.

Beyond that, voice had a significant direct impact on OCB. Organization-referenced procedural justice, as the more systemic part of organizational justice, was not related to perceptions of leadership. It did, however, have a direct, positive influence on affective organizational commitment – which is in line with findings from Coyle-Shapiro, Kessler, and Purcell (2004). In their study, procedural justice was found to be of importance in the development of mutual commitment. In our study, organization-

referenced procedural justice also had a significant effect on in-role behavior. In other words, when policies and rules in an organization are perceived to be fair, employees feel more attached to that organization. Organization-referenced procedural justice seems to partly represent a prerequisite to endorsing enforced behavior in the work-place.

In confirmation of our hypothesis, distributive justice had no substantial influence on the other variables measured in this study. Even though its influence on affective organizational commitment was significant (which ran contrary to our hypothesis), distributive justice explained only .08 percent of its variance and can therefore be regarded as negligible.

Overall, our study shows that fairness is not only the platform upon which transformational leadership is built (De Cremer et al., 2007), but is also an important element in improving positive attitudes and behaviors of followers. With reference to the perception or development of transformational leadership, perceived justice of information available to the employees (detailed and honest information, precise and appropriate explanations), and their right to have a say, are of particular importance.

The key role of informational fairness in the perception of transformational leadership, and in the organizational context in general, does not come as a surprise. When followers are provided with complete, correct and honest information and explanations – in short, when information is fair – followers react more favorably towards the organization and/or to the bearer of the information (Bobocel & Zdzianuk, 2005). In their meta-analysis, Shaw, Wild, and Colquitt (2003) found an effect of explanations that led to increased



cooperation. Following this line of thought, informational justice leads on the one hand to a positive evaluation of the supervisor. On the other hand, favorable reactions to a leader are supposedly associated with followers' positive affect, and could thus lead to "liking", which brings about an enhanced rating of transformational leadership (e.g., Brown & Keeping, 2005).

In a similar vein, the impact of voice on perceptions of transformational leadership is understandable. By having voice, followers perceive decisions made by leaders as fair, evaluating them in positive manner, what in turn leads to increased positive feelings toward that leader. The connection between voice and leadership is evident, because oftentimes it is the supervisor who provides followers with the right to have a say.

In the present study, the procedural justice scale that we used (Colquitt, 2001) had to be divided into two factors, of which only the voice-factor had an influence on the perception of leadership. Consistent with the hypotheses, distributive justice did not have any influence on the perception of leadership. The unexpected finding that distributive justice had a small but significant influence on affective organizational commitment needs further investigation. On the one hand, with a  $\beta$  of .09 ( $p = .046$ ), the significance of this result could be due to the large size of the sample. On the other hand, it is plausible that a satisfactory salary can lead to more commitment. But, according to the theoretical background of the commitment construct, this should apply more to the continuance component of commitment, which was not measured in this study.

We also found effects related to demographic aspects of the sample. For female participants, the influence of organization-referenced procedural justice on affective organizational commitment was not significant. Organization-referenced procedural justice also had no influence on in-role behavior for women and non-leaders. However, it must be stated that the separation of these two demographic variables is troublesome, since 53.8% of the sample were women, but only 38.5% of these had a leader position. Therefore women in this sample are often also non-leaders. On the whole, demographic variables had no influence on the main findings of this study: Voice and informational justice had an influence on the perception of transformational leadership, and its influence on extra-role behavior was mediated by affective organizational commitment for all participants. Also, the direct influence of voice on extra-role behavior was not affected by gender, leader position or profession of participants.

Most surprising was the lack of effect of interpersonal justice. In the structural model, this scale had – contrary to our hypotheses – no significant influence on any other variable in the model, although the correlation between interpersonal justice and transformational leadership was significant ( $r = .54, p = .000$ ). Perhaps transformational leadership functions as a substitute for interpersonal justice, since a transformational leader will tend to treat followers respectfully (which is congruent with interpersonal justice). In other studies, the  $\beta$  weights of interpersonal justice in linear regressions were reversed in sign from the correlations of this scale, due to multicollinearity with the other

justice scales (Colquitt et al., 2001; G. W. Maier, Streicher, & Woschée, 2007).

This fact needs further investigation.

### **Limitations**

The present research also has some limitations. Firstly, the data is cross-sectional and therefore precludes any statements about causality. Although theoretical foundations and the calculated model provide support for an influence of justice on the perception of leadership, future research should examine these findings in an experimental design or with longitudinal studies. Using longitudinal analyses could help to investigate the influence of justice on leadership over time, presuming that there could be an interaction between these two constructs in the long run. Experiences of fairness with supervisors have been shown to affect subsequent interactions with them (van den Bos et al., 2005). Informational justice, for instance, only shows positive effects when the employer is seen to be of integrity (Skarlicki, Barclay, & Douglas Pugh, 2008), but this needs to be evaluated more accurately in the future. Over time, fair procedures and transformational leadership could thus lead to a more positive evaluation of received outcomes, even if these are not the best possible ones.

Secondly, this was an online study. Despite the use of precautionary measures this might have entailed a self-selection of participants and therefore – though the sample was large enough – this could have led to some bias in our findings. For example, in the present sample 63.1% of all participants had a university degree.

Thirdly, we were forced to make some modifications to the calculated model. Although we could provide reasons for these procedures, reconfirmation of the modified model with another sample is needed (Byrne, 2010).

### **Implications and Conclusions**

This study shows that perceived justice plays an essential role in the work environment. Furthermore, the different dimensions of justice show mutual and unique effects on the perception of leadership, on affective organizational commitment and on OCB. Additionally, the results of the present investigations provide further evidence of the importance of integrating justice in leadership research. This study contributes to a greater understanding of the effects of informational justice. Skarlicki et al. (2008) had already proposed to investigate informational justice on its own, on account of its differences to other aspects of justice, and the fact that very few studies have considered the effect of informational justice on the reactions of followers in isolation.

Fair communication and voice are important precedents of transformational leadership and followers' positive attitudes and behavior. "Communication is crucial to the success of the organization, and explanation addresses the central question that people always ask – why" (Bobocel & Zdaniuk, 2005, p. 492). Therefore, employees should be provided with complete, precise, and honest information, as well as appropriate explanations, and should be encouraged to express their opinions. Only then can

transformational leadership, with all its proven benefits, develop and be perceived by followers.

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Table 1

Mean Values, Standard Deviations, Scale Reliabilities, and Pearson Correlations of all Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. TFL	3.36	.81	(.95)								
2. Informational Justice	3.54	1.00	.78**	(.90)							
3. Interpersonal Justice	4.29	.88	.54**	.60**	(.84)						
4. Procedural Justice	3.55	.94	.60**	.65**	.50**	(.84)					
5. Distributive Justice	3.45	1.05	.26**	.33**	.31**	.27**	(.95)				
6. Voice	3.26	1.18	.44**	.36**	.31**	.52**	.21**	(.86)			
7. AOC	3.66	.89	.49**	.43**	.33**	.42**	.24**	.32**	(.89)		
8. Extra-role- Behavior	4.04	.41	.28**	.27**	.19**	.27**	.15**	.27**	.41**	(.74)	
9. In-role-Behavior	4.43	.43	.12**	.18**	.10*	.13**	.03	.06	.21**	.30**	(.74)

Notes: N = 509. Scale reliabilities (Cronbach’s alpha) are provided in parentheses on the diagonal. \* $p < .05$ , \*\* $p < .01$ .

TFL = transformational leadership, AOC = affective organizational commitment.

Table 2

*Model Comparisons to Test the Mediations*

Model	Paths Freely Estimated	Paths Restricted to 0	<i>df</i>	$\chi^2$	<i>p</i>
Model 1	Informational Justice – AOC Voice – AOC TL – Extra-role Behavior TL – In-role Behavior				
Model 2		Informational Justice – AOC	1	.07	.792
Model 3		Voice – AOC*	2	2.26	.323
Model 4		TL – Extra-role Behavior*	3	3.98	.264
Model 5		TL – In-role Behavior*	4	4.97	.290

*Notes:* *N* = 509. AOC = affective organizational commitment, TL = transformational leadership. \* = in addition to the previous.

Table 3

*Group Comparisons*Men ( $n = 235$ ) – Women ( $n = 274$ )

Paths Constrained to be Equal	$\beta_m$	$\beta_w$	$df$	$\chi^2$	$p$
Informational Justice – TL	.77	.79	1	.24	.624
Voice – TL	.17	.18	1	.00	.958
Procedural Justice (o-r) – AOC	.42	n.s.	1	8.61	.003
Transformational Leadership – AOC	.18	.55	1	6.29	.012
Voice – Extra-role Behavior	.41	.26	1	.71	.399
AOC – Extra-role Behavior	.46	.43	1	.13	.722
AOC – In-role Behavior	n.s.	.37	1	4.10	.043
Procedural Justice (o-r) – In-role Behavior	.37	n.s.	1	6.74	.009
Distributive Justice – AOC	n.s.	.11	1	.54	.461

*Note:* m = men, w = womenLeader Position ( $n = 179$ ) – no Leader Position ( $n = 330$ )

Paths Constrained to be Equal	$\beta_l$	$\beta_{nl}$	$df$	$\chi^2$	$p$
Informational Justice – TL	.68	.81	1	4.53	.033
Voice – TL	.29	.14	1	6.24	.012
Procedural Justice (o-r) – AOC	.14	.23	1	.03	.856
Transformational Leadership – AOC	.45	.34	1	.26	.612
Voice – Extra-role Behavior	.33	.28	1	.33	.565
AOC – Extra-role Behavior	.57	.42	1	.20	.656
AOC – In-role Behavior	.20	.29	1	.60	.455
Procedural Justice (o-r) – In-role Behavior	.22	n.s.	1	.77	.379
Distributive Justice – AOC	n.s.	.06	1	5.33	.021

*Note:* l = leader position, nl = no leader position

TL = transformational leadership, AOC = affective organizational commitment, o-r = organization-referenced

Figure 1

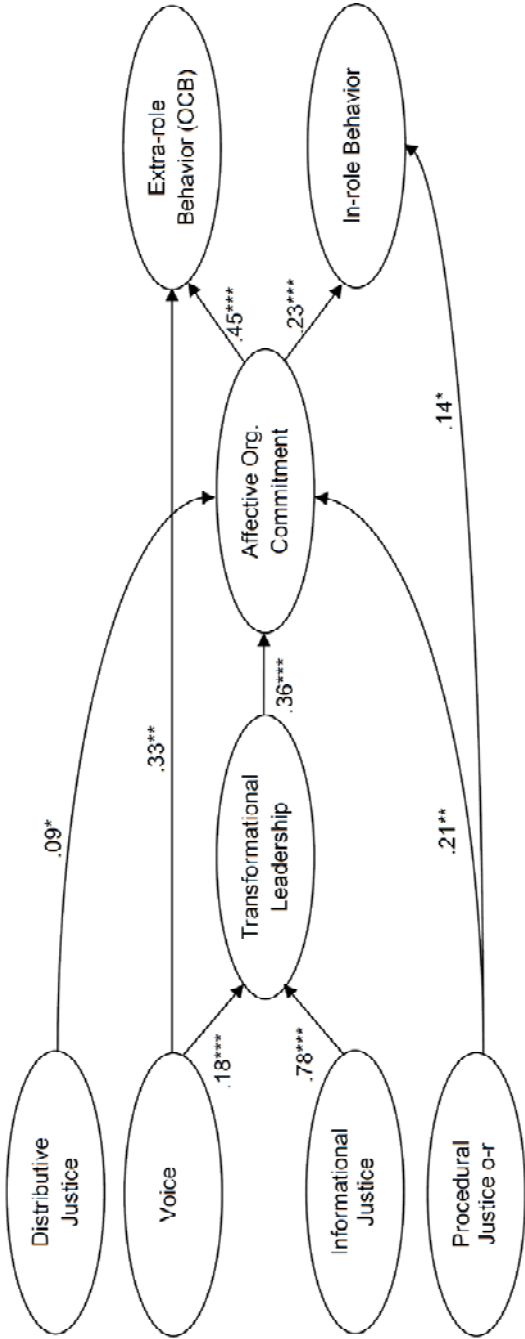


Figure 1. SEM model to test Hypotheses 1 - 5. Fit indices for model:  $\chi^2(153, N = 509) = 236.86, p = .00, \chi^2/df = 1.55, CFI = .99, TLI = .99, RMSEA = .03, p-close = 1.00.$  \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ . Org. = Organizational, o-r = organization-referenced





# 3

## How Organizational Justice Fosters Job Satisfaction: The Role of Transformational and Passive-avoidant Leadership

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### **Abstract**

In this study, we investigated the mutual and unique effects of different dimensions of organizational justice, as well as transformational and passive-avoidant leadership, on job satisfaction. A structural equation model was calculated to test the hypotheses with a sample of 254 employees of a Swiss insurance company. The results showed that informational justice ( $\beta = .84$ ) and voice ( $\beta = .13$ ) were positive predictors of perceived transformational leadership, but negative predictors of perceived passive-avoidant leadership. Transformational leadership mediated the influence of these justice dimensions on job satisfaction. Only transformational leadership predicted job satisfaction ( $\beta = .46$ ), whereas passive-avoidant leadership had no influence on job satisfaction. Distributive justice ( $\beta = .35$ ) and procedural justice ( $\beta = .29$ ) were significantly related to job satisfaction, independent of the investigated leadership behavior. The results of the present study confirmed the importance of informational justice and voice as antecedents of perceived transformational leadership. Moreover, the results revealed the underlying mechanism of the impact of different aspects of organizational justice in combination with leadership behavior on job satisfaction.

**Keywords:** Organizational justice, transformational leadership, passive-avoidant leadership, job satisfaction

Numerous factors can determine the success or failure of an organization. One crucial factor for success in every organization is a motivated and productive workforce. For this reason, attention must be paid to effective leaders who are capable of motivating, coaching and developing their followers into dedicated, committed and satisfied employees. Many studies have shown that such employees perform better, show extra effort, are less absent, and less willing to leave the organization (Carsten & Spector, 1987; Judge, Thoresen, Bono, & Patton, 2001; E. Maier & K. Jonas, 2009; Meierhans, Rietmann, & K. Jonas, 2008; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; for an overview see Judge & Klinger, 2008). This fact poses an introductory question: What attributes should a leader have and how he or she should behave in order to have the desired effect on his or her followers?

The amount of research on leadership as well as the number of leadership training and development programs has rapidly grown in the last few years (Hunter, Bedell-Avers, & Mumford, 2007). Recent research considers the concept of transformational leadership (Bass, 1985; Burns, 1978) the most promising approach to successful leadership (e.g., Judge, Fluegge Woolf, Hurst, & Livingston, 2006). Transformational leadership behavior has been shown to be positively associated with important organizational outcomes, such as subordinates' satisfaction, commitment, and organizational citizenship behavior (Felfe, 2006; Geyer & Steyrer, 1994; E. Maier & K. Jonas, 2009; Meyer et al., 2002; Podsakoff, Mac Kenzie, Pine, & Bachrach, 2000). Moreover, transformational leadership predicts positive organizational outcomes in addition to other leadership behavior (Avolio & Bass, 1991). This

notion puts forth a second question: What are the preconditions that facilitate that a leader is seen as transformational?

One of the most promising explanatory constructs is organizational justice. As Bies (2005) stated, organizational justice could be the figural element in the analysis of leadership. In fact, recent studies revealed that certain dimensions of organizational justice – namely interactional or informational justice and voice – have a positive influence on the perception of transformational leadership (De Cremer, van Dijke, & Bos, 2007; E. Maier & K. Jonas, 2009). These findings are promising in the search of a better understanding of the contextual factors in transformational leadership.

The aim of the present study is to reconfirm and refine previous findings. Do informational justice and voice build the basis upon which transformational leadership develops, and is perceived by followers? Are these justice dimensions therefore the basis for successful leadership behavior? To answer these questions, we contrast transformational with passive-avoidant leadership behavior. To the best of our knowledge, no research has investigated the influence of justice on leadership styles such as passive-avoidant leadership. In our study, we examine the role of different aspects of organizational justice as prerequisites of perceived transformational, as well as of perceived passive-avoidant leadership. Moreover, we intend to investigate the consequences of these two leadership styles in combination with the different justice dimensions. To do so, we analyze the unique and mutual influences of aspects of justice, transformational and passive-avoidant leadership on job satisfaction as a proxy of success. This design will permit a

closer look at the process of successful leadership, its prerequisites, and its consequences.

### **Transformational and Passive-avoidant Leadership**

Transformational leaders exert their influence on followers and foster outstanding performance through inspiring visions, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio & Bass, 1991; Bass, 1985, 1999; Burns, 1978). According to Avolio and Bass (1991) transformational leadership behavior is the active and effective part of a “Full Range of Leadership” model. Along a continuum, transformational leadership is followed by transactional leadership, which in turn is succeeded by increasingly passive and ineffective leadership behaviors, culminating in “laissez-faire” at the opposite pole. Transactional leadership is characterized by an exchange relationship between the leader and his or her subordinates. The leader clarifies the responsibilities and duties of the followers and bestows rewards when objectives are met. In that sense, transactional leadership can be seen as a “give and take” relationship, and leader’s reward-punishment behavior as “the heart of what is called transactional leadership” (Podsakoff, Bommer, Podsakoff, & Mac Kenzie, 2006, p. 114). According to the “Full Range of Leadership” model, the transformational and the transactional leadership styles are linked and important, and “every leader displays a frequency of both the transactional and transformational factors” (Bass, 1999, p. 11). The best leaders, however, are those who consistently display more transformational than transactional leadership behavior (Bass & Avolio, 1994).

The positive and augmentative effect of transformational leadership has been empirically confirmed (e.g., Bass, Avolio, Jung, & Berson; 2003, Felfe, 2006; Geyer & Steyrer, 1998; Judge & Piccolo, 2004).

The “Full Range of Leadership” model is commonly measured by the “Multifactor Leadership Questionnaire” (MLQ; for different versions see Avolio & Bass, 1991; Felfe, 2006). The short version MLQ 5x, which has been used in numerous studies, measures the various leadership behaviors using five transformational and four transactional dimensions. In many studies, the transformational dimensions have been found to be highly intercorrelated, and the transactional dimension “contingent reward” highly correlates with the transformational factor (Felfe, 2006; Geyer & Steyrer, 1998; Judge & Piccolo, 2004). In our study, we have thus chosen to use passive or inactive forms of leadership (management by exception passive and laissez-faire) to contrast with transformational leadership. In accordance with previous studies, we merge these two passive or inactive dimensions into a passive-avoidant factor (Avolio, Bass, & Jung, 1999; Heinitz, Liepmann, & Felfe, 2005). In their meta-analysis, Judge and Piccolo (2004) found moderate to strong negative relationships between this passive-avoidant leadership style (management by exception passive and laissez-faire) and several criteria, such as job satisfaction, effectiveness or satisfaction with the leader.

### **Organizational Justice as a Precondition of Transformational and Passive-avoidant Leadership**

Organizational justice – or fairness – describes what people perceive as being fair within an organization (Colquitt, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Colquitt, Greenberg, & Zapata-Phelan, 2005). Over time, four distinct dimensions of this psychological construct have evolved: *Distributive justice* refers to the perceived fairness of outcomes (Adams, 1965), *procedural justice* focuses on the fairness of the procedures that lead to these outcomes (Leventhal, 1980; Thibaut & Walker, 1975), and *interactional justice* corresponds to the fairness of authorities when implementing these procedures (Bies & Moag, 1986). This latter dimension can be further divided into *interpersonal justice* which reflects the degree to which people are treated with dignity and respect, and *informational justice* which concerns the nature of the information and explanations provided (Greenberg, 1993).

Organizational justice and transformational leadership have similar positive effects on the attitudes and behaviors of employees (for an overview, see van Knippenberg, De Cremer, & van Knippenberg, 2007). For this reason, recently justice and leadership research have been integrated, showing that organizational justice is an important antecedent of transformational leadership. For instance, studies have shown that interactional justice enhances followers' perceptions of support received from their supervisor – an aspect of transformational leadership (Stinglhamber, De Cremer, & Mercken, 2006) – as well as the perception of transformational leadership itself (De Cremer et al., 2007). In a recent study from E. Maier and K. Jonas (2009), informational

justice and voice (an aspect of procedural justice) predicted the perception of transformational leadership.

These findings can be explained by the relational model of authority in groups (Tyler & Lind, 1992). That means that perceived organizational fairness makes people feel valued by the group or organization and has thereby an influence on the relationship of these people with the authority of this group or organization. As a consequence, such people are more willing to accept their leaders (Tyler, 1997). Only leaders who have been accepted by their followers can lead in a transformational way, as this acceptance is vital to being perceived as role models, inspiring motivators, and visionary leaders. For this reason, perceived justice is the precondition for the followers' acceptance of a transformational leader. In E. Maier and K. Jonas' study (2009), only informational justice and voice had an influence on the perception of transformational leadership. Being informed in a thorough, honest and timely manner – as well as being able to have a say in proceedings – seems to be the basis for a positive evaluation of transformational leadership.

Yet, this should not apply for passive-avoidant leaders. Perceived organizational justice should be negatively associated with passive-avoidant leadership. An explanation for the expected negative relationship between justice and passive-avoidant leadership behavior is provided by the fairness theory (Folger & Cropanzano, 1998, 2001). According to this theory, unfairness is perceived when someone can be blamed for an unfavorable situation. Individuals evaluate this accountability based on three judgments – would, could and should: What *would* have been, if the situation were handled



differently? *Could* the supervisor have acted differently? And *should* he or she have acted differently (regarding ethical standards)? If the supervisor provides enough explanations as to why he could or should not have acted differently, then feelings of injustice may decrease or disappear. A passive-avoidant leader never provides such explanations and can therefore always be blamed. Thus, the lower the perceptions of justice, the higher the chances that a passive, inactive leader be evaluated as passive-avoidant and, consequently, the more dissatisfied employees will be. This discontent with passive-avoidant leaders is supported by Judge and Piccolo (2004), who found in their meta-analysis, that followers' satisfaction with the leader was negatively associated with "management by exception" and "laissez-fair" leadership behavior. The above discussion leads to the following hypothesis:

*Hypothesis 1:* Informational justice and voice are positive predictors of perceived transformational leadership but negative predictors of perceived passive-avoidant leadership.

Voice was originally integrated in the procedural justice scale of Colquitt (2001). However, Jepsen and Rodwell (2009a) as well as E. Maier and K. Jonas (2009) found a two-factorial structure of this scale. Voice refers to having a say when decisions are made. The second factor refers to reflections about organization-referenced procedures and behavior. In our study, voice and organization-referenced procedural justice will be treated as two separate independent variables.

### **The Impact of Transformational and Passive-avoidant Leadership on Job Satisfaction**

Job satisfaction is an important topic within the organizational setting (e.g., Judge & Klinger, 2008) and can be seen as an indicator of the emotional well-being of employees (Spector, 1997). The importance of job satisfaction is not surprising, since it correlates with a set of positive workplace behaviors, such as (decreased) turnover (Sutton & Griffin, 2004), organizational citizenship behavior (Le Pine, Erez, & Johnson, 2002), organizational commitment (Meyer et al., 2002) and performance (Judge et al., 2001; Zhou, Li, Zhou, & Su, 2008). Harrison, Newman, and Roth (2006) found a substantial relationship between job satisfaction and commitment (as a measure of general job attitude) and individual effectiveness. Thus, job satisfaction has far-reaching desirable consequences in organizational settings, and having employees who are satisfied with their job should be listed in the top priorities of an organization.

In our study, we use job satisfaction to measure the success of leadership behavior in combination with organizational justice. Since employees with exceptional or transformational leaders regard their jobs as more challenging and meaningful (Piccolo & Colquitt, 2006; Purvanova, Bono, & Dzieweczynski, 2006), it can be assumed that these employees are more satisfied with their jobs. Moreover, employees with transformational leaders show increased optimism, happiness and enthusiasm throughout the day (Bono, Jackson Foldes, Vinson, & Muros, 2007). In fact, the positive relationship between transformational leadership and job satisfaction has been empirically confirmed (Judge & Piccolo, 2004; Yang, 2009). Other studies have found

positive correlations between job satisfaction and social support from leaders (Pomaki, Maer, & terDoest, 2004; Warr, 1999) or participatory leadership (Cohrs, Abele, & Dette, 2006). Both aspects are facets of transformational leadership. Judge and Piccolo (2004) found a negative relationship between passive-avoidant leadership behavior such as “management by exception passive” and “laissez-faire”, and job satisfaction. Only transformational leaders are capable of being respected role models and motivating their followers through intellectual stimulation, individualized consideration and the articulation of a common goal or vision. Thus, followers accept challenging tasks, which in turn strengthen the meaningfulness of their job, and as a consequence, satisfaction at work in general. Accordingly, we hypothesize:

*Hypothesis 2:* Transformational leadership behavior is a positive predictor of job satisfaction and passive-avoidant leadership behavior is a negative predictor of job satisfaction.

### **The Impact of Organizational Justice on Job Satisfaction: The Role of Transformational and Passive-avoidant Leadership**

In several studies, organizational justice was positively related to job satisfaction (Colquitt et al., 2001; Moorman, 1991; Moorman, Niehoff, & Organ, 1993). However, in these studies, organizational justice was not investigated in combination with leadership behavior. In accordance with Hypothesis 1 and the findings from E. Maier and K. Jonas (2009), we expect that informational justice and voice are precedent to the perception of

transformational leadership, and that these dimensions of organizational justice have no direct influence on job satisfaction. Therefore, we hypothesize:

*Hypothesis 3:* Transformational leadership mediates the influence of informational justice and voice on job satisfaction.

As informational justice and voice are expected to be negative predictors of passive-avoidant leadership and this leadership behavior is negatively related with job satisfaction, perceived passive and inactive leaders will not impact the positive effect of aspects of organizational justice on job satisfaction. This positive effect will be solely mediated by transformational leadership behavior.

Regarding organization-referenced procedural and distributive justice, we expect a direct and positive influence of these two variables on job satisfaction. On the one hand, this expectation is based on findings of several studies, where procedural as well as distributive justice significantly and positively predicted job satisfaction (Colquitt et al., 2001; Masterson, Lewis, Goldman, & Taylor, 2000; McFarlin & Sweeney, 1992). On the other hand, it is plausible that neither organization-referenced procedural justice nor distributive justice should affect perceptions of leadership. Organization-referenced procedural justice concerns the exchange between employees and the organization (Bies, 2005), and distributive justice concerns personal outcomes, which are mostly determined through rules and regulations established by the organization. Therefore, these dimensions of justice are linked with the perception and evaluation of the organization, rather than with

the evaluation of individual leaders. This is especially the case in the present study, where procedural justice comprises solely organization-referenced aspects. Both justice dimensions are important for the well-being of employees at the work place – and, therefore, job satisfaction. Yet their influence on job satisfaction will not be mediated by transformational or passive-avoidant leadership. Accordingly, we hypothesize:

*Hypothesis 4:* Organization-referenced procedural justice and distributive justice have a positive, and direct influence on job satisfaction.

To sum up the hypotheses of the present study, we herein investigate the role of transformational and passive-avoidant leadership in the relationship between different aspects of organizational justice and job satisfaction by means of a structural equation model: The positive relationship between voice, informational justice and job satisfaction is mediated by transformational leadership (Hypotheses 1-3). Informational justice and voice are negative predictors of passive-avoidant leadership (Hypothesis 1) and passive-avoidant leadership is negatively related with job satisfaction (Hypothesis 2). Organization-referenced procedural and distributive justice have a positive and direct influence on job satisfaction (Hypothesis 4).

## Method

### Sample and Procedure

Five hundred eighty-two employees of a Swiss insurance company received a questionnaire and information concerning the survey by post. The company was based in the German speaking part of Switzerland and all the employees we contacted worked no less than 32 hours a week. After an inquiry period of two weeks, 254 respondents returned the questionnaire to the university in a postage-paid and addressed envelope. All ratings could be included in the analysis which corresponds to a response rate of 44%. The mean age of all respondents was 42 years, with a range from 18 to 62 years. From these participants, 169 were men and 77 were women, and the mean duration of employment was 11 years<sup>3</sup>. Twenty-six percent of the respondents had a leadership position.

### Measures

*Transformational leadership* was measured using the transformational subscales with a total of 20 items from the MLQ Form 5 x Short (Bass & Avolio, 1995) in a validated German version (Felfe & Goihl, 2002). All items could be rated from 1 (*never*) to 5 (*regularly, almost always*). Cronbach's alpha for this scale was .96.

*Passive-avoidant leadership* was measured using the "management by exception passive" and the "laissez-faire" scales of the MLQ Form 5 x Short (Bass & Avolio, 1995) in a validated German version (Felfe & Goihl, 2002).

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<sup>3</sup> Thirteen participants made no statement about their age, eight gave no information about their gender and 16 gave no information about their tenure.

These eight items could also be rated from 1 (*never*) to 5 (*regularly, almost always*). Due to insufficient reliability, we had to exclude one item of the “laissez-faire” scale (cf. Felfe & Goihl, 2002), and one item of the “management by exception” scale. The remaining six items had an internal consistency reliability (Cronbach’s alpha) of .84.

*Organizational justice* was measured using the justice scale validated by Colquitt (2001), which measures distributive, procedural, interpersonal, and informational justice with 20 items, such as “To what extent is your salary justified in terms of your performance?”, “Have you been able to raise objections to the regulations introduced?”, or “To what extent has he/she [the authority figure who enacted the procedure] treated you with respect?”, “Has he/she been candid in his communications with you?”. The items could be rated from 1 (*to a small extent*) to 5 (*to a large extent*). We translated these 20 items into German, and a professional translator back-translated the German version to verify the equivalence of its content. Scales’ internal consistency reliabilities (Cronbach’s alpha) were .79 to .95.

*Job satisfaction* was measured with two items from the job diagnostic survey by Hackman and Oldham (1980) and nine items developed by Staufenbiel and König (2010) measuring specific aspects of job satisfaction. All eleven items were applied by these authors to assess specific and overall job satisfaction. All items could be rated from 1 (*not at all*) to 7 (*totally*). Examples for items are: “All in all I am satisfied with my salary” or “all in all I am satisfied with my colleagues.” Cronbach’s alpha of this scale was .88.

## Results

### Test of the Measurement Model

Prior to testing the hypotheses of this study with a *structural equation model* (SEM), we conducted *confirmatory factor analyses* (CFA) with all measurement models to confirm their adequacy. SEM and CFA were calculated using the maximum-likelihood estimation with the software AMOS 17.0 software (Arbuckle, 2007). The analyses were based on covariance matrices.

Chi-square statistics,  $\chi^2/df$  ( $0 < x < 2$ ), the comparative fit index ( $CFI \geq .95$ ), the Tucker-Lewis index ( $TLI \geq .95$ ), the root mean square error of approximation ( $RMSEA < .06$ ) and the p-close ( $> .50$ , to ensure the RMSEA) were used to test the fit of the models (e.g., Hu & Bentler, 1999).

Cronbach's alpha, correlations, mean values, and standard deviations of all variables in the study are displayed in Table 1.

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Insert Table 1 about here

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The confirmatory factor analyses of “procedural justice”, a sub-scale of the measure for organizational justice, revealed a two-factorial structure. This result replicates findings from E. Maier and K. Jonas (2009; see also Jepsen & Rodwell, 2009a). One factor contains items that measure to what extent followers can express their opinions during the implementation of new rules and regulations, whereas the other factor contains items concerning the bias-free and ethical procedures in the creation of these rules and regulations. For



the calculation of the structural model, we could therefore implement these two factors “voice” and “organization-referenced procedural justice”. The confirmatory factor analysis for the overall fit of the measurement model in this study showed excellent fit values with  $\chi^2(128, N = 254) = 163.38, p = .019$ ;  $\chi^2/df = 1.28$ , CFI = .99, TLI = .99, RMSEA = .03, *p-close* = .98. All factor loadings were  $\geq .58$ , except the indicator “the work itself” for job satisfaction (.44). Overall, the factor loadings were satisfactory.

For those instruments that had subdimensions to measure the construct, all indicators for the latent variables were scale mean values. For all other latent variables, we parceled the items by creating subsets of them. (Little, Cunningham, Shahar, & Widaman, 2002), except for the “voice”-scale, where individual items were used (e.g., E. Maier & K. Jonas, 2009).

### Structural Model

The calculated model to test the hypotheses of this study (cf. Figure 1) fit the data well:  $\chi^2(133, N = 254) = 174.84, p = .009$ ;  $\chi^2/df = 1.33$ , CFI = .99, TLI = .99, RMSEA = .04, *p-close* = .96. Consistent with Hypothesis 1, informational justice ( $\beta = .84, p < .000$ ), and voice ( $\beta = .13, p < .001$ ), were significant and positive predictors for transformational leadership. As expected, informational justice and voice were significantly and negatively associated with passive-avoidant leadership (informational justice,  $\beta = -.83, p < .000$ ; voice,  $\beta = -.16, p < .002$ ).

Our second hypothesis has been partially supported. The path between transformational leadership and job satisfaction was positively significant with

$\beta = .46$ , but passive-avoidant leadership did not have any influence on perceived job satisfaction. This path was not significant.

In line with Hypothesis 3, transformational leadership fully mediated the relationship between informational justice and voice and the dependent variable “job satisfaction”. Setting the path between informational justice and job satisfaction, as well as the path between voice and job satisfaction to zero did not lead to a significant deterioration of the model fit. The  $\chi^2$ -difference test was  $\chi^2(1, N = 254) = .03, p = .870$  for the first path and  $\chi^2(1, N = 254) = 1.21, p = .271$  for the second path.

Consistent with Hypothesis 4, the other subdimensions of organizational justice had no influence on transformational or passive-avoidant leadership, but a significant direct impact on job satisfaction. Organization-referenced procedural justice ( $\beta = .29, p < .003$ ) and distributive justice ( $\beta = .35, p < .000$ ) were both positively associated with job satisfaction.

The model accounted for 77% of the variance in the measure of transformational leadership, 78% of the variance in the measure of passive-avoidant leadership, and 61% in the variance of job satisfaction.

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Insert Figure 1 about here

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## Discussion

This study provides the first empirical test of the influence of informational justice and voice on perceived transformational as well as passive-avoidant leadership. Most of our hypotheses could be confirmed. Consistent with previous findings (e.g., E. Maier & K. Jonas, 2009), informational justice and voice were significant predictors of the perception of transformational leadership. These two dimensions of organizational justice were also significant and negative predictors of passive-avoidant leadership behavior, what confirms Hypothesis 1. Honest and fair information, as well as the opportunity to have a voice provide the basis upon which transformational leadership can be perceived or developed. On the other hand, if employees do not perceive these dimensions of justice, they will tend to portray their supervisors as fitting the passive-avoidant profile.

According to the fairness theory (Folger & Cropanzano, 1998, 2001), perceived injustice can only decrease when an authority provides comprehensible explanations for an unfavorable situation. This can never be the case if a leader behaves in a passive-avoidant manner. However, it is also possible to interpret these results differently. Perhaps perceived informational justice and the opportunity to have voice could have a beneficial influence on the evaluation of a leader, so that employees who experience justice evaluate their supervisor as less passive-avoidant. In this case, the presence of justice could lessen the negative effect of passive-avoidant leaders on organizational outcomes. This rationale would strengthen our assumption that justice is a precondition for the development and perception of positive leadership

behavior (e.g., transformational leadership behavior). Accordingly, perceived justice and unfavorable leadership behavior must be negatively related. However, the results of our study do not permit conclusive statements as to which explanation can account for this negative correlation.

In line with Hypothesis 2, transformational leadership significantly predicted job satisfaction, but contrary to both our assumptions and Judge and Piccolo's findings (2004), the negative influence from passive-avoidant leadership on job satisfaction was not found in the calculated structural model. This is surprising, because in their meta-analysis, Judge and Piccolo (2004) concluded that “the absence of leadership (*laissez-faire* leadership) is nearly as important as the presence of other forms of leadership” (p. 765). Therefore, an absent leader should have an impact on the attitudes and emotions of his followers, who will – as a consequence – report less job satisfaction. In fact, the Pearson correlations of the present study did show significant and – as hypothesized – negative values (cf. Table 1) between job satisfaction and passiv-avoidant leadership.

As expected, and as stated in Hypothesis 3, transformational leadership was found to mediate the influence of informational justice and voice on job satisfaction. In a previous study, this mediating effect was found in relation to affective organizational commitment (E. Maier & K. Jonas, 2009). Affective organizational commitment as the emotional attachment to an organization (Meyer & Allen, 1991) and job satisfaction as a positive emotional state (Locke, 1976) are related constructs. Meta-analyses revealed correlations among these variables oscillating between .51 and .64 (Allen & Meyer, 1996),

and up to .65 (Meyer et al., 2002). Affective organizational commitment and job satisfaction can be seen as “specific reflections of a general attitude, as each is a fundamental evaluation of one’s job experiences” (Harrison et al., 2006, p. 306). Since transformational leadership is positively related to job satisfaction and affective organizational commitment (e.g., Hughes & Avey, 2009), this similar effect of transformational leadership as a mediator between aspects of fairness and affective organizational commitment or job satisfaction is plausible. Additional research should investigate these variables simultaneously. It is possible that affective organizational commitment and job satisfaction are not only positively related, but that job satisfaction could even be an antecedent of affective organizational commitment (cf. Jepsen & Rodwell, 2009b, Zhang & Zheng, 2009). These authors found that affective organizational commitment partially mediated the influence of job satisfaction on supervisor-rated performance.

Consistent with Hypothesis 4, distributive and procedural justice both had a significant and direct impact on job satisfaction, whereby distributive justice was the stronger predictor.

Distributive justice measures how fair employees rate their outcomes in comparison with their inputs. The positive relationship between distributive justice and job satisfaction is in line with prior findings, such as those from Colquitt et al. (2001). In their meta-analysis, these authors found a positive relationship between distributive justice and job satisfaction of .46. Distributive justice seems to be closely linked to pay satisfaction – an aspect of job

satisfaction (DeConinck & Stilwell, 2001). Hence, fair compensations lead to more satisfaction at the workplace.

Organization-referenced procedural justice is related to fair practices applied by the organization. Fair treatment enhances perceptions of organizational support (POS), and as a consequence, job satisfaction (Rhoades & Eisenberger, 2002). Therefore, the distinction between structural and social aspects of fairness (Greenberg, 1993) is reasonable. In our study, procedural and distributive justice are the structural, informational justice and voice the social aspects of fairness. Both aspects enhance the personal well-being of employees, but in both cases the mechanisms used to achieve their impact on job satisfaction are different. Social aspects of fairness are crucial for the perception of transformational leadership, and their influence on job satisfaction is mediated through this leadership behavior. That is, social aspects of fairness are closely enmeshed with perceptions of the supervisor, whereas structural aspects of fairness enhance positive work attitudes – for instance job satisfaction – independent of personal relationships.

### **Limitations**

This study also has its limitations. First of all, we used a single information source. All variables in our study were reported by the same people. Further studies should combine perceptions of employees and ratings of supervisors to prevent a bias through a single source of information.

Another limitation of this study is the cross-sectional nature of the data. This results in a case where no statements about causality are permitted,

although theoretical foundations and findings from prior research (E. Maier & K. Jonas, 2009) provide support for an influence of informational justice as well as voice on perceptions of transformational leadership. Even though we were able to replicate these findings with data from a very different sample in comparison to the sample in the study from E. Maier & K. Jonas (2009), only an experimental study would yield proof that these two dimensions of organizational justice are precedent of perceived transformational leadership. Moreover, an experimental design is mandatory, given that in both studies, the relationship between informational justice and transformational leadership was very strong. Only an experimental design could demonstrate that these two constructs are different, and that informational justice is a prerequisite for the perception of transformational leadership.

### **Implications**

This study replicates findings that informational justice and voice, as social aspects of organizational justice, are fundamental antecedents for the perception and, possibly, the development of transformational leadership and – as a consequence – of job satisfaction. This does not undermine the importance of the structural aspects of justice, such as the dimensions of distributive and procedural justice, as predictors of job satisfaction. The results of the present study provide an integrated view on the mutual and unique effects of organizational justice and transformational leadership on job satisfaction. Furthermore, the findings of our research show that job satisfaction is fostered through transformational leadership, whereas passive-avoidant leadership was

not found to have any significant effect. Moreover, transformational leadership behavior mediates the relationship between informational justice as well as voice on the one hand and job satisfaction on the other hand. In summary, the present results are encouraging and demonstrate the importance of investigating organizational justice and leadership together.

In the present investigation, we contrasted transformational with passive-avoidant leadership. This approach provides some first evidence to conclude that social aspects of fairness are only then positive precedents of leadership behavior, when those leadership behaviors motivate, stimulate, inspire and encourage followers. Informational justice and voice are negatively related with leaders who are absent, reluctant to solve problems immediately, or hesitant in making decisions. Such leaders are not capable of enhancing the well-being of their followers at work.

### **Conclusion**

Organizations should keep an eye on maintaining fair procedures and compensations as well as ensuring that information provided by the representatives of the organization be honest and candid. In addition, employees must have the opportunity to express their opinions and suggestions. Fair information and voice are the basis for followers to perceive and evaluate their leaders as transformational. And transformational leadership – that is supervisors being role models, providing motivating visions, fostering creativity and innovation, and providing individualized support – results in



followers being satisfied with their situation at work and, as a consequence, being motivated to fully commit themselves to the organization and its goals.

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Table 1

*Mean Values, Standard Deviations, Scale Reliabilities, and Pearson Correlations of all Variables*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. Transformational L.	3.46	.87	(.96)						
2. Passive-avoidant L.	2.32	1.00	-.78**	(.84)					
3. Informational Justice	3.69	1.03	.81**	-.73**	(.92)				
4. Procedural Justice o-r	3.20	.94	.47**	-.50**	.41**	(.79)			
5. Distributive Justice	3.20	.98	.19**	-.18**	.22**	.30**	(.95)		
6. Voice	2.33	1.12	.30**	-.30**	.22**	.47**	.19**	(.84)	
7. Job Satisfaction	4.98	.98	.52**	-.40**	.46**	.48**	.39**	.25**	(.88)

*Notes:* *N* = 254. Scale reliabilities (Cronbach's alpha) are provided in parentheses on the diagonal. \**p* < .05, \*\**p* < .01.

L = Leadership, o-r = organization-referenced.

Figure 1

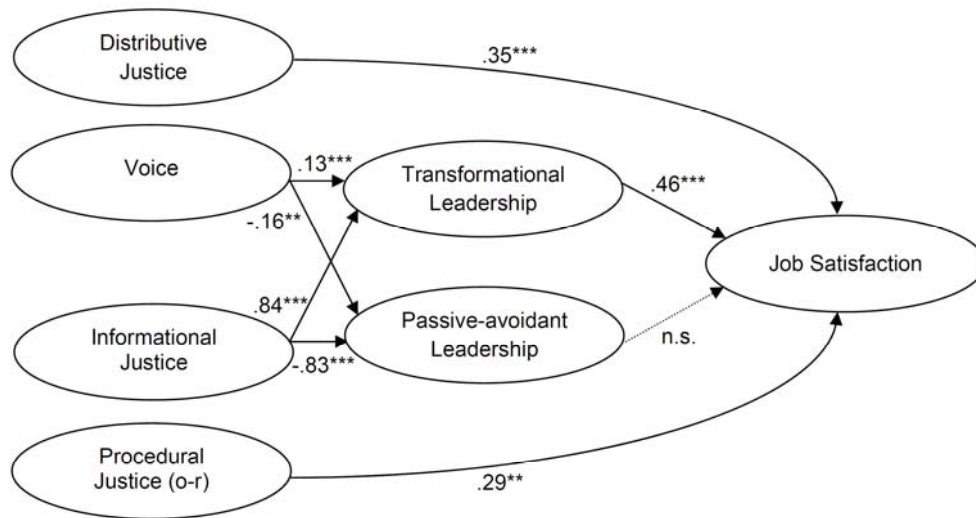


Figure 1. SEM model to test Hypotheses 1-4. Fit indices for model:  $\chi^2(133, N = 254) = 174.84, p = .009, \chi^2/df = 1.33, CFI = .99, TLI = .99, RMSEA = .04, p\text{-close} = .96$ . \*\*  $p < .01$ , \*\*\*  $p < .001$ . o-r = organization-referenced





# 4

## Effects of Informational Justice and Voice on the Perception of Transformational Leadership and Affective Organizational Commitment

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### **Abstract**

The present experimental study was conducted to investigate the influence of social aspects of justice on the perception of transformational leadership and affective organizational commitment. Data from an online experiment ( $N = 340$ ) revealed that informational justice and voice significantly and positively influenced the perception of transformational leadership. The effect of informational justice ( $\eta^2 = .28$ ) on perceived transformational leadership was stronger than the effect of voice ( $\eta^2 = .06$ ), and the effect strongest, when both informational justice and voice were present. That is, the participants in the informational justice and voice condition rated the supervisor to be more transformational than participants in the conditions where only one or none of these justice aspects were present. Similar but weaker effects were found for the perception of affective organizational commitment. Moreover, transformational leadership mediated the relationship between the investigated justice aspects and affective organizational commitment.

**Keywords:** Informational justice, voice, transformational leadership, affective organizational commitment

Effective leaders are a key factor for the success of an organization. They represent the values and the culture of the organization, have to motivate the workforce to fulfill the required tasks in order to reach the organizational goals and foster the commitment of employees to their organization. Therefore, it is of great importance to gain insight into what makes a person an effective leader or how an effective leader has to behave.

A promising approach to successful leadership is the concept of transformational leadership (Bass, 1985; Burns, 1978), and empirical findings confirm the positive impact of this leadership behavior on desirable organizational outcomes – such as affective organizational commitment (cf. Avolio & Bass, 1991; Hughes & Avey, 2009; Meyer, Stanley, Herscovitch, & Topolnytski, 2002; Whittington, Goodwin, & Murray, 2004). Transformational leaders act as role models, communicate a common goal or vision and are able to meet the needs of their followers, thereby motivating employees to perform even beyond expectations. Despite the vast amount of empirical evidence for the positive effect of transformational leaders on organizational outcomes, it is less clear what the preconditions for transformational leadership are.

Recent and current research has therefore investigated the conditions under which transformational leadership evolves and is perceived by followers (De Cremer, van Dijke, & Bos, 2007; E. Maier & K. Jonas, 2009; E. Maier, Rohner, & K. Jonas, 2010). In these studies, organizational justice was found to have an influence on the perception of transformational leadership. Fair communication and voice, as aspects of organizational justice, seem to be especially crucial prerequisites for perceived transformational leadership (E.

Maier & K. Jonas, 2009; E. Maier et al., 2010). However, the latter findings were results of cross sectional studies, so a conclusive statement about the causality was not possible. The aim of the present study is to close this gap and to examine the influence of informational justice and voice on the perception of transformational leadership and, as a consequence, on affective commitment in an experimental setting.

### **Transformational Leadership and Organizational Justice**

According to Bass (1985), transformational leaders motivate followers through *inspirational motivation*, *idealized influence*, *intellectual stimulation* and *individualized consideration* to “transcend their own self-interest for the good of the group or organization and to work harder than they originally had expected they would” (p. 29). Numerous studies empirically confirm the positive impact of transformational leadership on affective organizational commitment (e.g., Bycio, Hackett, & Allen, 1995; Felfe, 2006), and on other desirable organizational outcomes, such as performance (e.g., Bass, Avolio, Jung, & Berson, 2003; Dvir, Eden, Avolio, & Shamir, 2002; Geyer & Steyrer, 1998), job satisfaction (e.g., Bono & Judge, 2003; Judge & Piccolo, 2004), or organizational citizenship behavior (e.g., Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The present study has its focus not only on these beneficial consequences of transformational leadership but primarily on the antecedents of this successful leadership behavior.

Organizational justice was found to be a precondition for the perception of transformational leadership (De Cremer et al., 2007; E. Maier & K. Jonas,

2009; E. Maier et al., 2010). Organizational justice describes what individuals perceive as being fair within their workplace (Colquitt, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). The concept can be divided into the four distinct dimensions; distributive, procedural, informational, and interpersonal justice. *Distributive justice* considers the perceived fairness of outcomes (Adams, 1965) and *procedural justice* refers to the fairness of procedures in organizations. This latter dimension is twofold: One aspect of procedural justice refers to certain rules that ensure the fairness of a procedure, such as bias suppression, consistency, accuracy, correctability, representativeness, and ethicality (Leventhal, 1980). The other aspect refers to the employees' opportunity of having voice during procedures (Thibaut & Walker, 1975), and therefore control over the outcomes. Finally *interpersonal* and *informational justice* are the social or *interactional* aspects of fairness (Greenberg, 1993). Interpersonal justice reflects the degree to which followers are treated with respect and dignity, and informational justice deals with the adequacy and honesty of provided information and explanations.

A fundamental relationship between fairness and leadership has been empirically confirmed (for an overview, see van Knippenberg, De Cremer, & van Knippenberg, 2007). In meta-analyses for instance, a strong relationship between organizational justice and agent-referenced evaluation of authorities was found (Cohen-Carash & Spector, 2001; Colquitt et al., 2001; Nowakowsky & Conlon, 2005). Yet organizational justice as a prerequisite of *transformational* leadership has thus far – to the best of our knowledge – been considered only by a limited number of studies. In an experimental and a field

study, De Cremer et al. (2007) found that interactional justice, but neither distributive nor procedural justice, had an influence on the perception of transformational leadership. E. Maier and K. Jonas (2009) found informational justice to be a strong and significant predictor of the perception of transformational leadership. Also, voice – as a subdimension of procedural justice (cf. Jepsen & Rodwell, 2009) – was found to have an influence on the evaluation of the supervisor, although this influence was weaker. These findings were then replicated in a second field study (E. Maier et al., 2010). The results of these two studies indicate that providing adequate and fair information, as well as the opportunity to have voice, are antecedents of the perception of transformational leadership. The aim of the present study is to strengthen these findings in an experimental setting. In line with the previous rationale, we hypothesize:

*Hypothesis 1:* Informational justice and voice have a positive effect on the perception of transformational leadership.

*Hypothesis 2:* The influence of informational justice on the evaluation of transformational leadership is stronger than the influence of voice.

*Hypothesis 3:* The combined effect of informational justice and voice on the perception of transformational is stronger than the individual effect of informational justice or voice.

### **Affective Organizational Commitment, Organizational Justice, and Transformational Leadership**

Several studies confirm a relationship between organizational justice and affective organizational commitment. All three dimensions of organizational justice were found to precede affective organizational commitment, with interactional justice being the strongest predictor (Colquitt et al., 2001; Meyer et al., 2002; Sweeney & McFarlin, 1993).

As mentioned before, transformational leadership was found to foster affective organizational commitment as well (Avolio, Zhu, Koh, & Bhatia, 2004; Bono & Judge, 2003; Bycio et al., 1995; Felfe, 2006; Meyer et al., 2002; Podsakoff, MacKenzie, & Bommer, 1996; Pundt, Böhme, & Schyns, 2006). Affective organizational commitment, which represents the emotional attachment to, identification with, and involvement in the organization, is a relevant consequence of a successful leadership process, and correlates strongly with several desired outcomes (Allen & Meyer, 1996; Meyer & Allen, 1991; Meyer & Herscovitch, 2001). Therefore, whenever possible, affective organizational commitment should be fostered through adequate leadership behavior or organizational justice. Moreover, transformational leadership was found to mediate the influence of informational justice and voice on affective organizational commitment (E. Maier & K. Jonas, 2009). Therefore we hypothesize:

*Hypothesis 4a:* Informational justice and voice have a positive influence on affective organizational commitment.

*Hypothesis 4b:* Transformational leadership mediates the influence of informational justice and voice on affective organizational commitment.

## **Method**

### **Sample and Design**

Participants of this online experiment were students of the department of psychology or registered members of a panel organized by the department of social psychology at the University of Zürich. All participants received an e-mail with a link to the experiment. Seven hundred thirty-nine individuals followed the link and 340 (46%) completed the experiment. From this final sample, 234 were women and 105 were men<sup>4</sup>, the average age was 25 years ( $SD = 9.04$ ). Of all participants 199 indicated to be employed, 81 of them worked part-time (at least 21 hours a week).

The design of the experiment was a 2 (informational justice / no informational justice) x 2 (voice / no voice) between subjects design.

### **Procedure**

Participants were randomly assigned to conditions. When opening the link to this online scenario study, participants were welcomed and informed about the purpose of the study, namely to investigate how leaders are perceived and evaluated. They were told about the length of the experiment and were further

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<sup>4</sup> One participant made no statement about his or her gender.



told that they could voluntarily participate in a raffle to win one out of five gift certificates for an online bookstore.

The participants were asked whether they intended to participate seriously or whether they would merely like to browse the pages (cf. seriousness check, Reips, 2002). Next, the manipulation of informational justice and voice was introduced. The survey program randomly presented one of four different vignette versions. Participants were required to read the displayed text carefully and to imagine the situation as if they had personally experienced it.

### ***Manipulation of Justice***

*Please imagine the following situation:* For the last three years, you have been working in the human resources department of a production plant. You enjoy the work greatly, as it is diverse and interesting, and your assignments fulfill all your expectations. You perceive the high goals that have been set for you as challenging but enjoyable, and you have thus far achieved these goals to the complete satisfaction of your supervisors. At your last appraisal discussion with your boss, about one year ago, you were led to believe that achieving these goals would be rewarded with a substantial pay rise in the beginning of the following year. Since you managed to achieve the goals set for you this year, you strongly believe that your efforts will be rewarded. Last week, your boss called for a meeting and informed you that no pay rises will be given in the near future.

#### ***(Manipulation of informational justice)***

*Informational justice:* Your boss explained openly and comprehensively, and in detail, why these procedures are being enforced, before going on to fully

informing you of the coming changes in policy and procedure. You found the explanation made sense, and understood the reasoning behind the decision.

*No informational justice:* Your boss explained quickly and without going into detail why these procedures are being enforced. He did not elaborate on any future changes in policy or procedure. You found the explanation did not make sense, and did not understand the reasoning behind the decision.

*(Manipulation of voice)*

*Voice:* Your boss then gave you the opportunity to voice your opinion of this procedure.

*No voice:* Your boss did not give you the opportunity to voice your opinion of this procedure.

After the presentation of the vignette, participants were again reminded to answer all the subsequent questions from the standpoint of the person described in the text. Next, the dependent variables were measured. At the end of the experiment, participants were thanked and debriefed.

## **Measures**

### ***Manipulation Check***

To check the manipulation of informational fairness and voice, we used two items of the organizational justice scale from Colquitt (2001). The manipulation of informational fairness was tested with the question “Has the supervisor been candid in his/her communication with you?”. The manipulation of voice was checked with the question “Have you been able to express your views and feelings during this procedure?”. We also asked participants to answer the remaining four items of the “informational justice”

subdimension so as to use the entire measurement for further calculations. All items could be rated on a 5-point scale from 1 (*not at all*) to 5 (*totally*). Cronbach's alpha for this sub-scale was .88.

### ***Outcome Variables***

Dependent variables were transformational leadership and affective organizational commitment.

*Transformational leadership* was measured using the transformational sub-scales, with a total of 20 items from the MLQ Form 5 x Short (Bass & Avolio, 1995), in a validated German version (Felfe & Goihl, 2002). All items could be rated from 1 (*not true*) to 5 (*totally true*). The internal consistency reliability of the scale (Cronbach's alpha) was .95.

*Affective organizational commitment* was measured using the "Organisationales Commitment affektiv (OCA)" scale [Affective organizational commitment] with 5 items. This is a sub-scale of the "Commitment gegenüber der Organisation, dem Beruf, der Tätigkeit und der Beschäftigungsform" [Commitment to organization, occupation, task and type of employment] (COBB) scale (Felfe, Six, Schmook, & Knorz, 2007). An example of one of these items is: "I am proud to be a member of this organization". These items were rated from 1 (*not true*) to 5 (*totally true*). Cronbach's alpha of this scale was .89.

## Results

### Manipulation Check

A 2 (informational justice) x 2 (voice) ANOVA with the manipulation check for informational justice as the dependent variable yielded a significant main effect for informational justice,  $F(1, 336) = 310.70, p = .000, \eta^2 = .48$ , indicating that adequate information was rated to be fairer than no information. There was also a significant main effect for voice,  $F(1, 336) = 7.47, p = .007, \eta^2 = .02$ . This indicates that participants that had the opportunity to speak up rated the situation as fairer in regard to informational justice than participants without this possibility. The interaction effect between informational justice and voice was non-significant,  $F(1, 336) = 1.61, p = .205, \eta^2 = .01$ .

A 2 (informational justice) x 2 (voice) ANOVA with the manipulation check for voice as the dependent variable yielded significant main effects for both voice  $F(1, 336) = 322.17, p = .000, \eta^2 = .49$ , and informational justice  $F(1, 336) = 28.87, p = .000, \eta^2 = .08$ . There was also a significant interaction effect between informational justice and voice,  $F(1, 336) = 32.56, p = .000, \eta^2 = .09$  (Figure 1). This indicates that the possibility of voice was appraised differently when adequate information was provided. Participants reported having more voice in the informational justice condition ( $M = 3.82$ ) than in the no informational justice condition ( $M = 2.62$ ).

The effect sizes of both manipulation checks reveal large effects of the manipulated variables on the corresponding dependent variable.

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Insert Figure 1 about here

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### **Transformational Leadership**

To test the effects of informational justice and voice on transformational leadership (Hypotheses 1-3) a 2 (informational justice) x 2 (voice) ANOVA with transformational leadership as dependent variable yielded a significant main effect for informational justice  $F(1, 336) = 54.53, p = .000, \eta^2 = .28$ , and also for voice  $F(1, 336) = 9.04, p = .000, \eta^2 = .06$ . This indicates that informational justice and voice had an impact on perceived transformational leadership, with informational justice having the stronger effect. The interaction effect between informational justice and voice was non-significant  $F(1, 336) = 1.24, p = .086$ .

Post hoc analyses to compare the means across the four conditions<sup>5</sup> revealed a non-significant difference in the evaluation of transformational leadership between condition 1 (no informational justice / no voice) and condition 2 (no informational justice / voice). All other differences were significant (cf. Figure 2). This indicates that voice did not significantly affect the perception of transformational leadership in the “no informational justice” condition. The highest values of transformational leadership were found in the condition when both informational justice and voice were present.

Planned contrasts revealed that the presence of both, informational justice and voice significantly increased the perception of transformational leadership compared to all other conditions  $t_1(336) = 10.52, p = .000$  (1-tailed),

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<sup>5</sup> Using a one-way ANOVA and Tukey's HSD.

$\eta^2 = .25$ . The presence of informational justice and voice increased perceived transformational leadership also compared to the condition where only voice was present  $t_2(336) = 9.69, p = .000$  (1-tailed),  $\eta^2 = .22$  or to the condition where only informational justice was present  $t_3(336) = 4.55, p = .000$  (1-tailed),  $\eta^2 = .06$ . Thus Hypotheses 1, 2, and 3 could be confirmed.

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Insert Figure 2 about here

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### **Affective Organizational Commitment**

To test the effects of informational justice and voice on affective organizational commitment (Hypothesis 4a) a 2 (informational justice) x 2 (voice) ANOVA with affective organizational commitment as dependent variable yielded a significant main effect for both informational justice  $F(1, 336) = 28.34, p = .000, \eta^2 = .10$  and voice  $F(1, 336) = 3.99, p = .020, \eta^2 = .02$ . This indicates an impact of informational justice and voice on affective organizational commitment. The interaction effect between informational justice and voice was non-significant  $F(1, 336) = 1.47, p = .158$ . Thus Hypothesis 4a could be confirmed.

### **Mediation**

A structural equation model was calculated to test a mediation of the relationship between “informational justice & voice” and affective organizational commitment through transformational leadership (Hypothesis

4b). Means, standard deviation and correlations of all variables in this model are shown in Table 1.

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Insert Table 1 about here

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The overall fit of the mediated model (Figure 3) was good:  $\chi^2(96, N = 340) = 177.19, p = .000$ ;  $\chi^2/df = 1.85$ , CFI = .98, TLI = .98, RMSEA = .05, *p-close* = .49. Results show that the significant path ( $\beta = .51, p = .000$ ) between the justice dimension “informational justice & voice” and affective organization commitment was no longer significant when transformational leadership was entered in the model. Setting the path between informational justice and voice on the one hand and affective organizational commitment on the other hand to zero did not lead to a significant deterioration of the model fit. The  $\chi^2$ -difference test was:  $\Delta\chi^2(1, N = 340) = .00, p = .998$ . Therefore and consistent with Hypothesis 4b, transformational leadership mediated the influence of informational justice and voice on affective organizational commitment.

The model accounted for 62% of the variance in the measure of transformational leadership, and 43% of the variance in the measure of affective organizational commitment.

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Insert Figure 3 about here

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### **Discussion**

This study was the first one to test the impact of informational justice and voice on the perception of transformational leadership and affective organizational commitment in an experimental setting. All hypotheses were confirmed. Results show that informational justice and voice had a significant effect on the perception of transformational leadership behavior, and this effect was strongest, when both informational justice and voice were present. The post hoc analysis revealed that without honest information, the possibility of voice had no significant effect on the evaluation of the leader. Notably, and consistent with findings from prior studies (E. Maier & K. Jonas, 2009; E. Maier et al., 2010), informational justice was found to have a strong effect on the perception of transformational leadership – stronger than the effect of voice. However, as the results of the manipulation check showed, informational justice and voice are not independent variables in absolute terms. The presence of informational justice influences the perception of voice. The findings of this experimental study also confirmed the mediation of the relationship between “informational justice & voice” and affective organizational commitment by transformational leadership.

In summary, the presence of honest, candid, comprehensive, and fair information, as well as the opportunity to express one's own feelings and opinions, enhance followers' perception of transformational leadership, and thus lead to more affective organizational commitment.

The findings of the present study confirm previous results in an experimental setting. The manipulation of the variables “informational justice”



and “voice” had an effect on the perception of transformational leadership. Perhaps, the investigated social aspects of fairness could be the basis of the perception or the presence of successful leadership behavior in general. In a study by Walumbwa, Cropanzano, and Hartnell (2009) informational and interpersonal justice had a positive influence on the quality of leader-member-exchange (LMX), a leadership behavior that shares similarities with transformational leadership. In another study the provision of adequate explanations – as a facet of informational justice – enhanced the cooperation between leader and followers (Shaw, Wild, & Colquitt, 2003). Overall, these results show that social aspects of justice do in fact have an influence on the quality of the leader-follower relationship and on employees’ evaluation of their supervisor.

The fact that we manipulated the independent variables rules out the presence of an unmeasured third variable that could have caused the obtained effect on transformational leadership. Nevertheless, this result does not eliminate the possibility that this effect is moderated or mediated by some third variable. It could well be the case that the perception of fair information and the possibility to have voice enhance the emotional well-being and/or the positive mood of employees. Mood has an influence on social judgments, as happy people tend to make more favorable judgments about others (Forgas & Bower, 1987), and these mood effects were even greater in complex situations (Forgas & George, 2001). Assuming that the organizational setting is a complex situation, employees’ mood is then likely to influence how employees “evaluate social situations, how they perceive the behaviors and intentions of

others” (Forgas & George, 2001, p. 29). Further research should focus on the process of how social aspects of justice shape behavior, or the evaluation of others within organizations, or which mechanisms are involved in the linkage between informational justice, voice and perception of transformational leadership behavior.

### **Conclusion**

Whichever results future research may find, the relevant and crucial message for organizations is to provide and foster fair information and to give employees the possibility to express their own opinion. Such an approach will serve as a foundation for transformational leadership to develop, to be perceived and to be positively evaluated by followers, thereby fostering desirable organizational outcomes such as affective organizational commitment.

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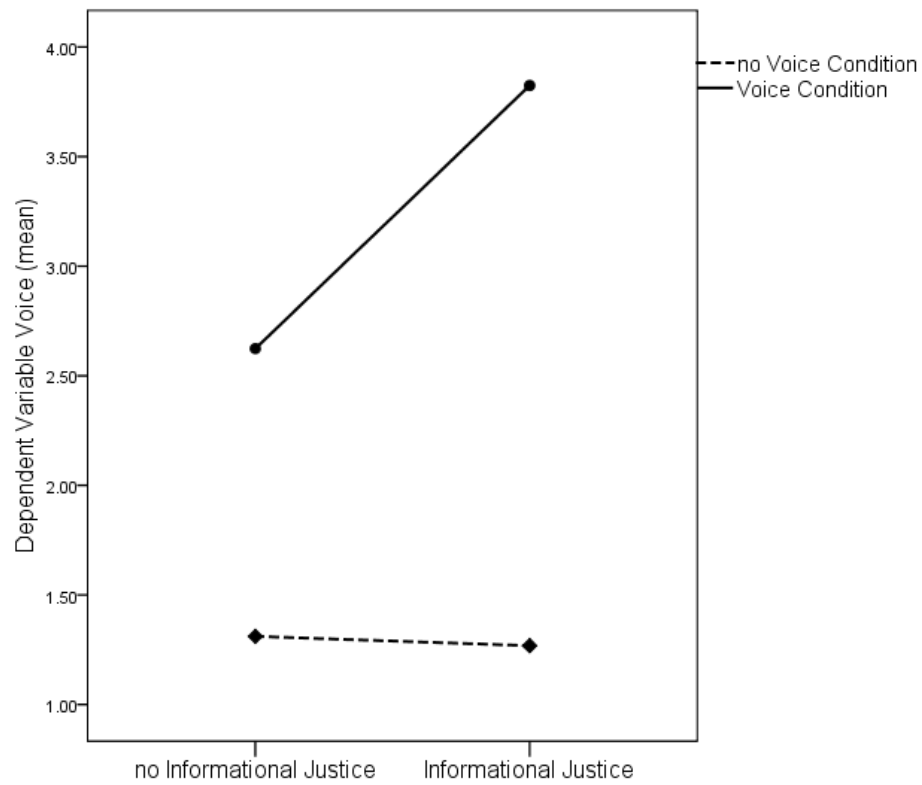
Table 1

*Mean Values, Standard Deviations, and Pearson Correlations of all Variables*

Variable	<i>M</i>	<i>SD</i>	1	2
1. Informational Justice & Voice	2.42	.95		
2. Transformational Leadership	2.62	.78	.74**	
3. Affective Organizational Commitment	2.85	.91	.50**	.63**

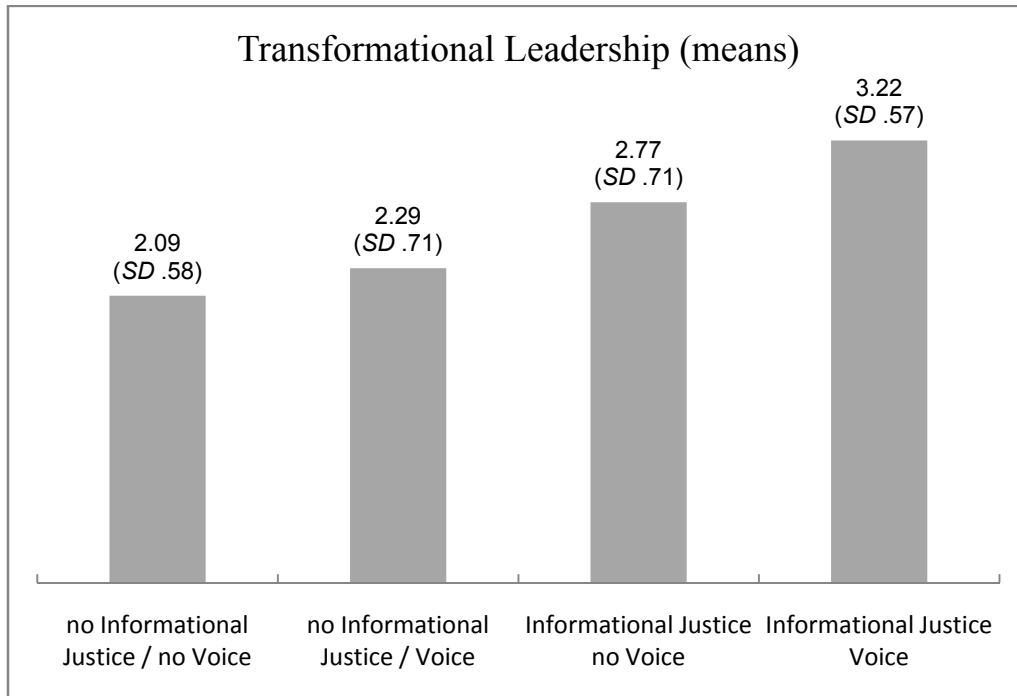
*Notes:*  $N = 340$ . \*\* $p < .01$ .

Figure 1



*Figure 1.* Significant interaction effect between informational justice and voice on the manipulation check of voice as the dependent variable.

Figure 2



*Figure 2.* Means and standard deviations of ratings of transformational leadership (MLQ), depending on the experimental condition.

Figure 3

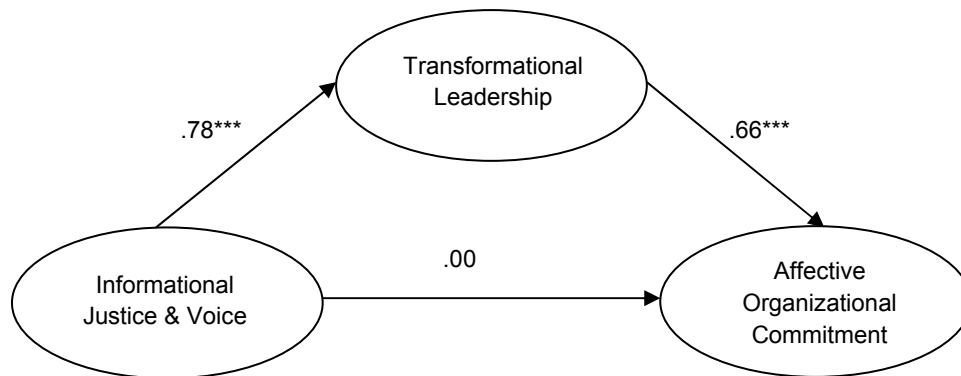


Figure 3. Structural equation model to test the mediation of the relation between informational justice & voice and affective organizational commitment through transformational leadership.  $\chi^2(96, N = 340) = 177.19, p = .000; \chi^2/df = 1.85, CFI = .98, TLI = .98, RMSEA = .05, p\text{-close} = .49$ .  
\*\*\* $p < .001$



# 5

## General Discussion





In this chapter, I provide a summary of the main results of this dissertation project, a discussion of the findings, an overview of the strengths of the empirical studies, some thoughts about possible limitations and suggestions for further research in this area. I conclude this chapter with practical implications, followed by a short conclusion.

### **Summary of the Main Results**

I planned the studies of this dissertation project as a means of investigating the role of organizational justice on the perception of transformational leadership. Furthermore, I examined the unique and mutual influence of organizational justice and transformational leadership on three different organizational outcomes: affective organizational commitment, organizational citizenship behavior and job satisfaction.

The results of Study 1, an online-survey study (Chapter 2), revealed a significant prediction of perceived transformational leadership by informational justice and voice. Perceived transformational leadership fully mediated the influence of informational justice and voice on affective organizational commitment. Affective organizational commitment in turn fully mediated the influence of transformational leadership on both extra-role behavior (organizational citizenship behavior) and in-role behavior. As expected, not all aspects of justice were related to perceptions of transformational leadership. The organization-referenced aspect of procedural justice as well as distributive justice both had a direct and independent impact

on affective organizational commitment. Besides its mediated influence on affective organizational commitment by transformational leadership, voice also had an independent influence on extra-role behavior. In short, the simultaneous investigation of the impact of organizational justice and transformational leadership on affective organizational commitment, extra-role, and in-role behavior revealed that both justice and transformational leadership are of relevance in increasing the positive evaluation of individual organizational outcomes. Informational justice and voice are of particular importance as prerequisites for the perception of transformational leadership.

A second survey-based field study (Chapter 3) corroborated the main findings of Study 1. Again, informational justice and voice predicted the perception of transformational leadership, and in this study transformational leadership fully mediated the influence of these justice dimensions on job satisfaction. Identical to the first study, distributive justice and organization-referenced procedural justice were found to have no influence on the perception of leadership behavior, but were both significantly and positively related to job satisfaction. Furthermore, in this second study we examined the impact of the different justice dimensions on perceived passive-avoidant leadership. Informational justice and voice revealed the hypothesized significant and negative relationship with this passive-avoidant leadership behavior.

To strengthen the findings of the first two studies, the effect of informational justice and voice on perceived transformational leadership, as well as on affective organizational commitment, was experimentally manipulated in a third study (Chapter 4). The results of this experimental study confirmed the impact of informational justice and voice on the perception of transformational leadership, whereby informational justice was a stronger predictor than voice. Also, affective organizational commitment was fostered by both informational justice and voice. As in the first study, the influence of the justice dimensions “informational justice” and “voice” on affective organizational commitment was mediated by transformational leadership. Therefore, the main findings of the two survey-based studies could be reconfirmed in this experimental setting.

### **General Discussion of the Findings**

The most important and consistent finding of this dissertation project has been the prediction of perceived transformational leadership by informational justice and voice. First and foremost, informational justice seems to be an important prerequisite for the perception and evaluation of transformational leadership. In all studies, informational justice was a stronger predictor than voice.

The influence of informational justice on perceived transformational leadership is in line with the relational model of authority in groups (Tyler & Lind, 1992). According to this theory – and the underlying group-value model – people are sensitive to fair procedures, because they stand for the values of the group and for “what they seem to say about how one is viewed by the

group using the procedures” (Tyler & Lind, 1992, p. 140). Therefore the presence of procedural justice provides followers with information about their relationship with the group or organization to which they belong. This is important, because the interdependent self-identity of followers “is based on the extent to which an individual defines him- or herself in terms of relations to others or in terms of membership in social groups” (MacDonald, Sulsky, & Brown, 2008, p. 335). Furthermore, procedural justice plays an important and central role in determining how authorities of groups or organizations are viewed by followers. Authorities who act fairly are more likely to be seen as legitimate and their decisions are more likely to be accepted (Tyler, 2006). In other words, procedural justice is a precondition for followers in accepting the legitimacy of an authority. Since informational justice can be seen as the social aspect of procedural justice (Greenberg, 1993), the findings of the present studies could be seen as a refinement of the underlying theory, stating that only social aspects of justice exert an influence on the legitimacy of an authority.

In our studies, we split the procedural justice factor (cf. Colquitt, 2001) into two parts, an organization-referenced aspect of justice and a voice factor. The items of the voice factor refer to the possibility employees have to express their views, include their opinions about organizational procedures or to raise objections, thereby influencing these procedures. These aspects of voice per definition need to be addressed towards someone else or need to be stated in front of an opponent, and are therefore social aspects of procedural justice as well. Jepsen and Rodwell (2009a) already found exactly the same two-factorial structure of the procedural justice scale developed by Colquitt (2001) and

noted that “interpersonal implementation of procedures is distinct from the structural characteristics of the procedures” (p. 423).

When followers accept an authority as legitimate, they voluntarily accept decisions, obey rules and – especially important with respect to the findings of the present project – evaluate the authorities in a favorable manner (Tyler, 1997). Perceiving and evaluating a leader as transformational can be seen as a favorable appraisal of a leader, since transformational leadership behavior is consistent with followers’ prototypes of an ideal leader (Bass, 1997). As a consequence of the perception of transformational leadership, participants of our studies reported greater affective organizational commitment, increased job satisfaction and displayed more organizational citizenship behavior. These findings confirm prior results of numerous empirical studies (for an overview see Judge, Fluegge Woolf, & Livingstone, 2006). However, the results of the present studies provide a more holistic view of the effects of transformational leadership, due to the fact that we investigated this leadership behavior in combination with organizational justice. The results of this project support the view that transformational leadership behavior is in fact an effective leadership behavior which enhances individual organizational outcomes, but that this effectiveness can be increased through organizational justice.

The results of the second study showed that this positive effect of organizational justice can only unfold in combination with positive leadership behavior. Informational justice and voice were strongly negative predictors of perceived passive-avoidant leadership, which itself had no impact on job

satisfaction. However, this latter finding was unexpected. With reference to the results of Judge and Piccolo's meta-analysis (2004), we assumed a significantly negative relationship between passive-avoidant leadership and job satisfaction.

The negative impact of informational justice and voice on passive-avoidant leadership cannot be explained unequivocally. One possible explanation is provided by fairness theory, which postulates a close linkage between the perceived injustice of a situation and the process of allocation of accountability for this situation. Perceived injustice could only be attenuated by providing explanations or justifications for the circumstances. A passive and absent leader most likely does not communicate such information. On the other hand, the presence of informational justice and voice could lessen perceived passive-avoidant leadership. The presence of justice could have a positive influence on the mood of employees. According to findings from Schyns and Sanders (2004), respondents perceived the behavior of their supervisor as less management-by-exception or *laissez-faire*<sup>6</sup>, the better the mood of the respondents was.

Generally, the presence of informational justice and voice could make people feel that they are respected and valued members of the group to which they belong, and this in turn could have a positive influence not only on their self-identity, but also positively affect their emotional well-being or mood. Good mood influences person-perception judgments, so that individuals make more favorable judgments about others (Forgas & Bower, 1987). Therefore, good mood could lead employees to not only accepting their leader as

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<sup>6</sup> We combined these two dimensions as “passive-avoidant” leadership.

legitimate, but also to evaluate their leader more favorably. In fact, happiness was found to mediate the relationship between procedural justice and compliance behavior in the workplace setting (Murphy & Tyler, 2008). Therefore, I suggest that mood could be a linking mechanism between organizational justice and perceived transformational leadership. However, Brown and Keeping (2005) did not find raters' mood states as a source of method bias in survey research when assessing transformational leadership with the MLQ. On the other hand, these authors did find that liking played a substantive role in perceived transformational leadership.

### **Strengths**

The studies of this dissertation project investigated all aspects of organizational justice as prerequisites for perceived transformational leadership in the field and in an experimental setting. Thus, results of the first online-survey study could be corroborated in a second paper-and-pencil study in an insurance company, and finally strengthened in an experimental setting.

Moreover, these studies are, to the best of my knowledge, the first ones to focus on the unique and mutual effects organizational justice and transformational leadership simultaneously have on different individual organizational outcomes. This approach allows a differentiated view on how the concepts of organizational justice and transformational leadership are related and how they impact and enhance affective organizational commitment, job satisfaction and organizational citizenship behavior. These studies contribute to a better understanding of the concept of transformational

leadership, under which conditions this leadership behavior is perceived by followers, and how transformational leadership impacts desirable organizational outcomes.

Furthermore, the results of the present studies confirm the important role of organizational justice in the leadership process and the need to connect these two concepts, therefore supporting the statement from van Knippenberg, De Cremer, and van Knippenberg, (2007), “that research in leadership and fairness should integrate insights from both traditions to come to a more sophisticated understanding of the role of fairness in leadership effectiveness” (p. 131). By doing so, I can contribute to a reconfirmation and even a specification of the relational model of authority in groups, with the finding that only the social aspects of organizational justice are of great relevance in order to accept a leader.

### **Limitations**

In addition to the apparent strengths of these studies, there also are some limitations. Firstly, the studies in the present project were based on self-reports. In the social sciences, self-reports are often the sources of data, and this holds especially true for psychology, due to the difficulty in obtaining information about attitudes and emotions – as internal states – using other methods (Spector, 2006). However, self-report data does have some short-comings leading to the possibility of some bias in the results. For instance are attitude measurements subject to context effects and retrospective behavioral reports



could be affected by the specifics of the measurement instrument (Schwarz, 1999).

Secondly, all studies were cross-sectional. Common method variance may therefore be a problem and could at least partially explain the observed correlations between the investigated variables (Lindell & Whitney, 2001; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Although we minimized the potential effects of common method variance using a latent common method variance factor, not all bias can be definitively excluded. One remedy would be to conduct longitudinal and multi-method studies (Spector, 2006).

Thirdly, two of the conducted studies were online studies, which do contain some risk of self-selection, and therefore some bias in the data due to the peculiarity of the sample. For instance, in a study by Reips and Franek (2004), the return rate was higher in a paper-and-pencil condition than in an online survey.

### **Future Research**

Further research should investigate the preconditions and consequences of transformational leadership, not only in longitudinal and multi-method studies, but also using multi-level analyses. With this design, it would be possible to estimate coefficients for the independent variables at the individual level adjusted for group differences and to estimate coefficients for the independent variables at the group level adjusted for individual differences (Tabachnik & Fidell, 2007). With this method, it would be possible to compare potential

differences in the perception of leadership dependent on the hierarchical level of the investigated participants within their organization.

Another issue that requires further investigation is the finding of the first two studies that interpersonal justice, measured with the scale developed by Colquitt (2001), did not have any effect in the calculated structural models. This was contrary to my expectations, particularly since a calculated Pearson correlation between this scale and transformational leadership revealed a strong and significant relationship. Unexpected results concerning this interpersonal justice scale were also found in prior studies: Other authors reported multicollinearity of the interpersonal dimension with the other aspects of justice (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; G. W. Maier, Streicher, E. Jonas, & Woschée, 2007). Contrary to their hypotheses, Zapata-Phelan, Colquitt, Scott, and Livingston (2009) found no relationship between interpersonal justice and intrinsic motivation (a possible consequence of transformational leadership) and reported “no obvious methodological explanation for these null findings” (p. 101).

Finally, justice perceptions seem to vary depending on the gender of the beholder (Jepsen & Rodwell, 2009b; see also Study 1). The study by Jepsen and Rodwell revealed that the effects of different aspects of justice on job satisfaction or affective commitment were not the same for women and men. It is less than clear-cut how these differences can be explained and therefore this should be subject for further research. However – and of importance in regard to the results of the present project – these authors likewise found no substantial gender differences for perceived informational justice.

### **Implications**

Transformational leadership and organizational justice have been found to enhance affective organizational commitment, job satisfaction, and organizational citizenship behavior. Thereby, all aspects of organizational justice and transformational leadership are relevant. However, informational justice and voice seem to be of particular importance. Only these justice dimensions are prerequisites for the perception of transformational leadership and this in turn has beneficial consequences: Transformational leadership behavior “may have broad, deep, and long-lasting effects on individual employees and the organization as a whole. Beyond their immediate effects on employee mood, the positive emotions elicited by transformational leaders have the potential to influence the overall work climate and customer satisfaction” (Bono, Foldes, Vinson, & Muros, 2007, p. 1364). Transformational leadership “is expected to contribute to an organization’s efforts to improve its operations and the best use of its human resources” (Bass & Avolio, 1994, p. 6). A recent study revealed that supportive leadership – as an aspect of transformational leadership – has an impact on the work related pressure experienced by subordinates. Over four years, managers with a higher support from their supervisors showed lower rates of burnout (Hanebuth, Hübner, & Aydin, 2010). Therefore, whenever possible and permitted by the circumstances, a leader should lead his followers in a transformational way.

The results of the present studies reveal that the perception of transformational leadership can be fostered by informational justice and voice. That is, organizations should provide adequate information in a timely manner

whenever possible and for whatever issues which may affect their employees, because “employees want to understand organizational decisions or events that affect them and their coworkers” (Bobocel & Zdaniuk, 2005, p. 470). Moreover, employees should have the possibility to state their opinions, objections, or suggestions without fear of negative consequences. Only then can transformational leadership fully develop and significantly maximize individual organizational outcomes.

Organizations should also have an eye on fair allocations, processes and regulations. In the two survey studies of this dissertation project, participants were concerned about fair procedures in their organizations, these in turn leading to higher reported job satisfaction, affective organizational commitment, and extra-role as well as in-role behavior. Also, distributive justice – namely, fair compensations – had a significant influence on job satisfaction.

### **Conclusion**

Overall, the results of these studies contribute to a better understanding of the impact organizational justice has on the perception of transformational leadership, and of the unique and mutual effects that different aspects of organizational justice and transformational leadership have on individual organizational outcomes. Although some questions remain open, with this dissertation project I have been able to contribute some important aspects to the ongoing justice and leadership research, because:

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*“Leadership effectiveness has been approached from multiple angles, and the massive body of empirical research in leadership testifies to its central place in the social, organizational, and political sciences. Yet, despite its volume, this research left the issue of what exactly makes leadership effective largely undecided, leading one to suspect that it might have missed out on important aspects. We assert that perhaps research has devoted less attention to the role of fairness in leadership effectiveness than it should have” (van Knippenberg et al., 2007, p. 115).*

In this sense, I hope to have added some mosaic tiles to help complete the whole and complex picture of effective leadership, its prerequisites and its consequences.

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# Appendix



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## **Appendix to Chapter 2**

### **Appendix A-1a: Invitation to Online Survey of Study 1 via E-Mail for Employees of the University of Zürich**

Geschätzte Mitarbeiterin, geschätzter Mitarbeiter der Universität Zürich

Die Abteilung Sozial- und Wirtschaftspsychologie der Universität Zürich von Prof. Dr. K. Jonas führt eine Umfrage zum Thema Führung / Leadership durch. Ziel dieser Befragung ist es, genaue Kenntnisse zu erlangen, wie sich eine Führungskraft verhalten muss, um erfolgreich zu sein: Welche Vorgesetzten werden von den Mitarbeitenden geschätzt, wirken motivierend, schaffen es, dass die Mitarbeitenden morgens gerne zur Arbeit kommen und bringen diese dazu, sich mit Engagement für die Erreichung der Ziele einzusetzen?

Die Resultate der Befragung werden analysiert und die gewonnenen Erkenntnisse sollen nicht nur der Wissenschaft dienen, sondern auch Grundlage für Führungsentwicklung in der Praxis sein. Damit wir aussagekräftige und wertvolle Resultate bekommen, sind wir auf möglichst viele Teilnehmende angewiesen.

Der Fragebogen kann online ausgefüllt werden, die Befragung dauert etwa 30 Minuten. Selbstverständlich werden alle Angaben streng vertraulich behandelt und es können keine Rückschlüsse auf Personen gezogen werden.

Link zur Umfrage: [http://www.unipark.de/uc/ch\\_uzh\\_wpsych\\_fuehrung08/?a=1e](http://www.unipark.de/uc/ch_uzh_wpsych_fuehrung08/?a=1e)

Falls Sie noch Fragen haben, stehe ich Ihnen gerne zur Verfügung unter:

[e.maier@psychologie.uzh.ch](mailto:e.maier@psychologie.uzh.ch)

Mit freundlichen Grüßen

Esther Maier  
Psychologisches Institut  
Sozial- und Wirtschaftspsychologie  
Binzmühlestrasse 14/13  
8050 Zürich

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**Appendix A-1b: Invitation to Online Survey of Study 1 via E-Mail for all other Participants**

Betreff: Was macht Führung erfolgreich?

Was müssen Vorgesetzte tun, damit Sie am morgen motiviert zur Arbeit gehen?  
Dieser Frage geht eine Studie der Abteilung Sozial- und Wirtschaftspsychologie der Universität Zürich nach.

Machen Sie mit bei der Umfrage:

[http://www.unipark.de/uc/ch\\_uzh\\_wpsych\\_fuehrung08/?a=1e](http://www.unipark.de/uc/ch_uzh_wpsych_fuehrung08/?a=1e)

Ihre Angaben werden streng vertraulich behandelt und es können keine Rückschlüsse auf Personen gezogen werden. Die Umfrage dauert 20 bis max. 30 Minuten.

Herzlichen Dank!

Mit freundlichen Grüßen

Esther Maier  
Psychologisches Institut  
Sozial- und Wirtschaftspsychologie  
Binzmühlestrasse 14/13  
8050 Zürich

## Appendix A-2: Online Survey of Study 1

Anfang

### Wie nehmen Sie Ihre Vorgesetzte/Ihren Vorgesetzten am Arbeitsplatz wahr?

**Geschätzte Studienteilnehmerin**  
**Geschätzter Studienteilnehmer**

Die Abteilung für Sozial- und Wirtschaftspsychologie des Psychologischen Instituts der Universität Zürich führt eine Umfrage über Führung im Arbeitsbereich durch.

Welches Verhalten einer Führungskraft ist effizient und wird positiv wahrgenommen?

Ihre Meinung zu diesem Thema interessiert uns sehr und leistet einen wichtigen Beitrag zu einem besseren Verständnis guter Führung im Arbeitsalltag.

**Wir bitten Sie, nur an dieser Studie teilzunehmen, wenn Sie Arbeitnehmerin oder Arbeitnehmer sind und mit einem Arbeitspensum von mindestens 40 Prozent angestellt sind.**

Ihre Angaben sind selbstverständlich anonym und werden ausschliesslich für diese Studie verwendet. Rückschlüsse auf Ihre persönliche Situation am Arbeitsplatz sind nicht möglich.

**Herzlichen Dank für Ihre Teilnahme!**

Universität Zürich, Psychologisches Institut, Abteilung Sozial- und Wirtschaftspsychologie  
Kontakt: Esther Maier - e.maier@psychologie.uzh.ch

### Aufbau und Hinweise

Das Ausfüllen des Fragebogens wird etwa eine **halbe Stunde** in Anspruch nehmen.

Bitte beantworten Sie die Fragen spontan und zügig. Es gibt keine richtigen oder falschen Antworten, Ihre ganz persönliche Einschätzung interessiert uns. Falls Ihnen die Beantwortung einer Frage schwer fällt, entscheiden Sie sich für die Antwort, die am ehesten zutrifft.

Im rechten oberen Feld Ihres Bildschirms werden Sie über Ihr Vorankommen im Fragebogen informiert.

Sie können in dieser Umfrage nicht zurückklicken. Bitte benutzen Sie ausschliesslich den blauen Button am Seitenende.

**Bevor Sie mit der Umfrage beginnen, beantworten Sie bitte folgende Frage:**

- ☐ Ich bin an der Studie interessiert und nehme die Teilnahme an dieser Umfrage ernst.
- ☐ Ich bin nicht an einer Teilnahme interessiert und möchte mir lediglich einen Einblick in die Umfrage verschaffen.



### Statistische Angaben zu Ihrer Person

☐ weiblich ☐ männlich

#### Ihr Alter in Jahren:

bitte auswählen  
18-25  
26-30  
31-35  
36-40  
41-45  
46-50  
51-55  
56-60  
61-65  
66-70

#### Zu wieviel Prozent sind Sie zur Zeit angestellt?

Wenn Sie mehrere Arbeitgeber haben, sollten Sie an einem Ort mindestens zu 40% angestellt sein. Beziehen Sie sich bei der Beantwortung aller Fragen auf diesen Arbeitsort.

bitte auswählen  
40%  
50%  
60%  
70%  
80%  
90%  
100%

#### Wie lange arbeiten Sie schon für Ihren derzeitigen Arbeitgeber?

Bitte geben Sie die Anstellungsdauer auf ein halbes Jahr genau an. (Beispiel: Wenn Sie etwas mehr als ein Jahr beim jetzigen Arbeitgeber angestellt sind, geben Sie eine 1.5 ein.)

Jahre

#### Haben Sie selbst zur Zeit eine Führungsfunktion?

☐ ja ☐ nein

#### Welches ist Ihr höchster Ausbildungsabschluss?

bitte auswählen  
Berufliche Grundausbildung/Lehre  
höhere Fach- und Berufsausbildung  
Anlehre  
Mittelschule  
Matura/BMS  
Universität/ (Fach-)Hochschule  
Andere Ausbildung

#### In welcher Branche sind Sie tätig?

bitte auswählen  
Andere  
Administration/Kaufm. Berufe/Öffentl. Verwaltung  
Banken  
Baugewerbe  
Bildung/Pädagogik/Sozialwesen  
Biotechnologie/Chemie/Pharma  
Consulting/Recht/Treuhand  
Controlling/Finanz-/Rechnungswesen  
Gastronomie/Hotellerie/Tourismus  
Gesundheitswesen/Medizin/Pharma  
Gewerbe/Handwerk/Industrie  
Grosshandel  
Immobilienmarkt  
Informatik  
Ingenieurwesen/Technik/Entwicklung  
Kundenberatung/Verkauf/Detailhandel  
Logistik/Transport/Verkehr  
Marketing/Medien/PR  
Personalmanagement  
Telekommunikation  
Versicherungen/Krankenkassen

#### Wie gross ist der Betrieb / das Unternehmen, in dem Sie arbeiten?

Geben Sie bitte an, wie viele Mitarbeitende insgesamt in Ihrem Betrieb fest angestellt sind.

bitte auswählen  
bis 20  
bis 50  
bis 100  
bis 500  
bis 1000  
über 1000  
keine Angabe

## (Multifactor Leadership Questionnaire, MLQ)

In diesem Teil des Fragebogens geht es um den Führungsstil Ihrer direkten Führungskraft.

Auf den folgenden Seiten sind Aussagen aufgelistet, die Ihre direkte Vorgesetzte/Ihren direkten Vorgesetzten beschreiben. Schätzen Sie ein, wie häufig diese Aussagen auf die Person zutreffen. Falls Sie mehrere direkte Vorgesetzte haben, wählen Sie die Person, die für Ihr persönliches Weiterkommen (z.B. Beförderung, Weiterbildung...) verantwortlich ist.

Die Person, die ich einschätze...

	nie	selten	hin und wieder	oft	regelmässig, fast immer
bietet im Gegenzug für meine Anstrengung ihre Hilfe an.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
überprüft stets aufs Neue, ob zentrale/wichtige Annahmen noch angemessen sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
versäumt es, sich um Probleme zu kümmern, bis sie wirklich ernst geworden sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
konzentriert sich überwiegend auf Unregelmässigkeiten, Fehler, Ausnahmen und Abweichungen von Vorschriften.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
versucht, sich nicht herauszuhalten, wenn wichtige Fragen anstehen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
spricht mit anderen über ihre wichtigsten Überzeugungen und Werte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ist immer da, wenn sie gebraucht wird.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sucht bei der Lösung von Problemen nach unterschiedlichen Perspektiven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Die Person, die ich einschätze...

	nie	selten	hin und wieder	oft	regelmässig, fast immer
äussert sich optimistisch über die Zukunft.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
macht mich stolz darauf, mit ihr zu tun zu haben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
macht deutlich, wer für bestimmte Leistungen verantwortlich ist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
wartet bis etwas schief gegangen ist, bevor sie etwas unternimmt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
spricht mit Begeisterung über das, was erreicht werden soll.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
macht klar, wie wichtig es ist, sich 100%-ig für eine Sache einzusetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
verbringt Zeit mit Führung und damit, den Mitarbeitern etwas beizubringen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
spricht klar aus, was man erwarten kann, wenn die gesteckten Ziele erreicht worden sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Die Person, die ich einschätze...	nie	selten	hin und wieder	oft	regelmässig, fast immer
ist fest davon überzeugt, dass man ohne Not nichts ändern sollte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
stellt die eigenen Interessen zurück, wenn es um das Wohl der Gruppe geht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
berücksichtigt meine Individualität und behandelt mich nicht nur als irgendeine Mitarbeiterin/einen Mitarbeiter unter vielen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
vertritt die Ansicht, dass Probleme erst wiederholt auftreten müssen, bevor man handeln sollte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
handelt in einer Weise, die bei mir Respekt erzeugt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
kümmert sich in erster Linie um Fehler und Beschwerden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
berücksichtigt die moralischen und ethischen Konsequenzen von Entscheidungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
verfolgt alle Fehler konsequent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Die Person, die ich einschätze...	nie	selten	hin und wieder	oft	regelmässig, fast immer
strahlt Stärke und Vertrauen aus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
formuliert eine überzeugende Zukunftsvision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
macht mich auf Fehler aufmerksam, damit die Anforderungen erfüllt werden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
trifft schnell und ohne Zögern ihre Entscheidungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
erkennt meine individuellen Bedürfnisse, Fähigkeiten und Ziele.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
bringt mich dazu, Probleme aus verschiedenen Blickwinkeln zu betrachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hilft mir, meine Stärken auszubauen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
schlägt neue Wege vor, wie Aufgaben/Aufträge bearbeitet werden können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Die Person, die ich einschätze...	nie	selten	hin und wieder	oft	regelmässig, fast immer
klart wichtige Fragen sofort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
betont die Wichtigkeit von Teamgeist und einem gemeinsamen Aufgabenverständnis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
zeigt Zufriedenheit, wenn andere die Erwartungen erfüllen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hat grosses Vertrauen, dass die gesteckten Ziele erreicht werden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
informiert die Mitarbeitenden, was von ihnen erwartet wird.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ist freundlich und zugänglich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
fördert einheitliche Abläufe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
macht es durch viele Kleinigkeiten angenehm, ihr(e)/sein(e) Mitarbeitende(r) zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

## (Interpersonal Justice / Informational Justice)

Auch die Fragen auf dieser Seite beziehen sich auf Ihre direkte Vorgesetzte oder Ihren direkten Vorgesetzten.

In welchem Ausmass...

	selten 1	2	3	4	meistens 5
werden Sie höflich behandelt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
werden Sie mit Würde behandelt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
werden Sie respektvoll behandelt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
unterlässt sie/er unpassende Bemerkungen oder Kommentare?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
kommuniziert sie/er ehrlich und offen mit Ihnen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
erklärt sie/er Abläufe sorgfältig?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
sind ihre/seine Erklärungen in Bezug auf die Abläufe angemessen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
teilt sie/er Einzelheiten frühzeitig mit?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
scheint sie/er ihre/seine Mitteilungen den Bedürfnissen der Mitarbeitenden anzupassen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## (Procedural Justice)

Stellen Sie sich Regelungen in Ihrem Betrieb vor, von denen Sie betroffen sind (zum Beispiel: Zielvorgaben, Arbeitszeitmodelle, Kompensation von Überzeit, Bonussystem etc.).

Die folgenden Fragen beziehen sich auf das Vorgehen, das angewendet wurde, um diese Regelungen einzuführen.

In welchem Ausmass...

	selten 1	2	3	4	meistens 5
war es Ihnen möglich, Ihre Ansichten und Meinungen während des Vorgehens zu äussern?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
hatten Sie Einfluss auf die eingeführten Regelungen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
wurde das Vorgehen konsequent angewendet?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
war das Vorgehen vorurteilslos?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
beruhte das Vorgehen auf genauen Informationen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
konnten Sie Einspruch erheben gegen die eingeführten Regelungen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
wurden bei diesem Vorgehen ethische und moralische Massstäbe eingehalten?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## (Distributive Justice)

Die Fragen auf dieser Seite beziehen sich auf Ihre Entschädigung (Lohn, Bonus, Zusatzleistungen etc.).

In welchem Ausmass...

	kaum	zu einem kleinen Teil	teils, teils	zu einem grossen Teil	ziemlich genau
stimmt Ihre Entschädigung mit Ihrem Arbeitsaufwand überein?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
ist Ihre Entschädigung angemessen im Vergleich zur geleisteten Arbeit?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
widerspiegelt die Entschädigung das, was Sie zum Unternehmen beitragen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ist Ihre Entschädigung gerechtfertigt in Bezug auf Ihre Leistung?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## (Organizational Citizenship Behavior)

Die folgenden Fragen betreffen Sie persönlich.

Beantworten Sie die Fragen zügig und vertrauen Sie dabei Ihrem spontanen Urteil.  
Bitte wählen Sie die Antwortmöglichkeit, die Ihre Einschätzung am besten wiedergibt.

	trifft überhaupt nicht zu	trifft eher nicht zu	teils, teils	trifft eher zu	trifft voll und ganz zu
Ich helfe anderen, wenn diese mit Arbeit überlastet sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich komme immer pünktlich zur Arbeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich verbringe viel Zeit damit, mich über Belanglosigkeiten zu beklagen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich beteilige mich regelmässig und aktiv an Besprechungen und Versammlungen im Unternehmen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich erfülle übertragene Aufgaben in angemessener Weise.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich wirke bei auftretenden Meinungsverschiedenheiten ausgleichend auf Kolleginnen/Kollegen ein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich informiere frühzeitig, wenn ich nicht zur Arbeit kommen kann.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich neige dazu, aus einer Mücke einen Elefanten zu machen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bitte wählen Sie die Antwortmöglichkeit, die Ihre Einschätzung am besten wiedergibt.

	trifft überhaupt nicht zu	trifft eher nicht zu	teils, teils	trifft eher zu	trifft voll und ganz zu
Ich informiere mich über neue Entwicklungen im Unternehmen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich komme den in den Arbeitsplatzbeschreibungen festgelegten Verpflichtungen nach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich ergreife freiwillig die Initiative, neuen Kolleginnen/Kollegen bei der Einarbeitung zu helfen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich zeichne mich durch besonders wenige Fehlzeiten aus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich sehe alles, was das Unternehmen macht, als falsch an.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Ich mache innovative Vorschläge zur Verbesserung der Qualität in der Abteilung.



Ich führe die Aufgaben aus, die von mir erwartet werden.



Ich bemühe mich aktiv darum, Schwierigkeiten mit Kolleginnen/Kollegen vorzubeugen.



Bitte wählen Sie die Antwortmöglichkeit, die Ihre Einschätzung am besten wiedergibt.

trifft  
überhaupt  
nicht zu      trifft  
eher  
nicht  
zu      teils,  
teils      trifft  
eher  
zu      trifft  
voll  
und  
ganz zu

Ich beachte Vorschriften und Arbeitsanweisungen mit grösster Sorgfalt.



Ich kritisiere häufig an Kolleginnen/Kollegen herum.



Ich bilde mich laufend fort, um meine Arbeit besser machen zu können.



Ich erfülle die gesetzten Leistungsanforderungen an meine Position.



Ich ermuntere Kolleginnen/Kollegen, wenn diese niedergeschlagen sind.



Ich nehme mir nur in ausserst dringenden Fällen frei.



Ich äussere Vorbehalte gegenüber jeglichen Veränderungen im Unternehmen.



Ich ergreife die Initiative, um das Unternehmen vor möglichen Problemen zu bewahren.



Ich vernachlässige Dinge, die zu meinen Pflichten gehören.



## (Affective Organizational Commitment)

Anhand der folgenden Aussagen möchten wir erfahren, wie sehr Sie sich der Organisation, für die Sie arbeiten, verbunden fühlen

Mit Organisation ist Ihr Betrieb, Ihr Unternehmen gemeint, in dem Sie zur Zeit angestellt sind.

Bitte schätzen Sie ein, wie zutreffend die einzelnen Aussagen für Sie sind.

trifft  
überhaupt  
nicht zu      trifft  
eher  
nicht  
zu      teils,  
teils      trifft  
eher zu      trifft  
voll  
und  
ganz zu

Ich wäre sehr froh, mein weiteres Arbeitsleben in dieser Organisation verbringen zu können.



Ich fühle mich emotional nicht sonderlich mit dieser Organisation verbunden.



Ich bin stolz darauf, dieser Organisation anzugehören.



Ich empfinde ein starkes Gefühl der Zugehörigkeit zu meiner Organisation.



Ich denke, dass meine Wertvorstellungen zu denen der Organisation passen.



**Hiermit haben Sie das Ende dieser Online-Umfrage erreicht.**

Wenn Sie nach Abschluss dieser Studie über das Ergebnis informiert werden möchten, können Sie hier Ihre E-Mail-Adresse angeben.

Diese wird getrennt von Ihren Antwortdaten gespeichert und kann nicht mit diesen in Verbindung gebracht werden.

**Ihre E-Mail-Adresse:**

Zum Beenden der Umfrage betätigen Sie bitte den Button **"Weiter"**

**Herzlichen Dank für Ihre Teilnahme an dieser Studie!**  
**Vielen Dank für Ihr Interesse und Ihren Einsatz!**

**Zum Verlassen der Umfrage schliessen Sie bitte dieses Fenster.**

Universität Zürich, Sozial- und Wirtschaftspsychologie, Binzmühlestrasse 14, 8050 Zürich

Für Fragen stehen wir Ihnen gerne zur Verfügung.  
Kontakt: Esther Maier, Tel: 044 635 72 37 oder Mail an: [e.maier@psychologie.uzh.ch](mailto:e.maier@psychologie.uzh.ch)

## Appendix to Chapter 3

### Appendix B-1: Invitation to Survey of Study 2



Universität Zürich  
Psychologisches Institut  
Sozial- und Wirtschaftspsychologie



«Vorname» «Name»  
«Poststelle» / «Lokation»

#### Mitarbeitendenbefragung im Rahmen einer Lizentiatsarbeit

Geschätzte Mitarbeiterin, geschätzter Mitarbeiter

Die Abteilung Sozial- und Wirtschaftspsychologie der Universität Zürich von Prof. Dr. K. Jonas führt im Rahmen einer Lizentiatsarbeit eine Umfrage zum Thema Führung / Leadership durch.

Ziel der Befragung ist es, genaue Kenntnisse zu erlangen, wie sich eine Führungskraft verhalten muss, um erfolgreich zu sein; welche Vorgesetzten werden von den Mitarbeitenden geschätzt, wirken motivierend, schaffen es, dass die Mitarbeitenden morgens gerne zur Arbeit kommen und bringen diese dazu, sich mit Engagement für die Erreichung der Ziele einzusetzen?

Aus der letzten unternehmensinternen Mitarbeiterumfrage der [REDACTED] wurden diverse Massnahmen abgeleitet, wobei sich „Führung“ als ein Schwerpunktsthema herauskristallisierte. Personalführung wird als entscheidendes Qualitätskriterium betrachtet. Aus diesem Grund hat sich die [REDACTED] Gesellschaft entschieden, diese interessante Lizentiatsarbeit zu unterstützen.

Die Resultate der Befragung werden analysiert und die gewonnenen Erkenntnisse sollen nicht nur der Wissenschaft dienen, sondern auch Grundlage für die Führungsentwicklung in der Praxis sein.

Damit wir aussagekräftige Resultate bekommen, sind wir auf möglichst viele Teilnehmende angewiesen. Aus diesem Grund wenden wir uns an Sie. Mit Ihrer Teilname unterstützen Sie ein grösseres, aktuelles Forschungsprojekt und helfen der [REDACTED] Gesellschaft, wertvolle Erkenntnisse zum Thema „Führung“ zu gewinnen.

Selbstverständlich werden alle Angaben streng vertraulich behandelt und es können keine Rückschlüsse auf Personen gezogen werden. Wir danken Ihnen, dass Sie sich für diese Umfrage 15 Minuten Zeit nehmen.

Freundliche Grüsse



Head of HR Schweiz

R. Rohner

Rebekka Rohner  
Lizentiandin Universität Zürich

Beilagen:

- 1 Fragebogen / 1 adressiertes und frankiertes Rückantwortcouvert



## Appendix B-2: Questionnaire of Study 2

### Teil 1

Im Teil 1 des Fragebogens geht es um den Führungsstil Ihrer direkten Führungskraft. Auf den folgenden Seiten sind Aussagen aufgelistet, die Ihre direkte Führungskraft betreffen. Schätzen Sie ein, wie häufig diese Aussagen auf die Person zutreffen, die Sie einschätzen. Falls Sie mehrere direkte Vorgesetzte haben, konzentrieren Sie sich auf denjenigen, der für Ihre Leistungsbeurteilung verantwortlich ist.

Denken Sie dabei bei den folgenden Fragen immer an dieselbe Person.

Verwenden Sie folgende Abstufung:

1 = nie, 2 = selten, 3 = hin und wieder, 4 = oft, 5 = regelmässig, fast immer

Die Person die ich einschätze...	nie	selten	hin und wieder	oft	regelmässig, fast immer
bietet im Gegenzug für meine Anstrengung ihre Hilfe an.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
überprüft stets aufs Neue, ob zentrale/wichtige Annahmen noch angemessen sind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
versäumt es, sich um Probleme zu kümmern, bis sie wirklich ernst geworden sind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
konzentriert sich überwiegend auf Unregelmässigkeiten, Fehler, Ausnahmen und Abweichungen von Vorschriften.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
versucht, sich nicht herauszuhalten, wenn wichtige Fragen anstehen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
spricht mit anderen über ihre wichtigsten Überzeugungen und Werte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<b>nie</b>	<b>selten</b>	<b>hin und wieder</b>	<b>oft</b>	<b>regelmässig, fast immer</b>
ist immer da, wenn sie gebraucht wird.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sucht bei der Lösung von Problemen nach unterschiedlichen Perspektiven.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
äussert sich optimistisch über die Zukunft.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
macht mich stolz darauf, mit ihr zu tun zu haben.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
macht deutlich, wer für bestimmte Leistungen verantwortlich ist.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wartet bis etwas schief gegangen ist, bevor sie etwas unternimmt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
spricht mit Begeisterung über das, was erreicht werden soll.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
macht klar, wie wichtig es ist, sich 100%-ig für eine Sache einzusetzen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
verbringt Zeit mit Führung und damit, den Mitarbeitern etwas beizubringen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
spricht klar aus, was man erwarten kann, wenn die gesteckten Ziele erreicht worden sind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ist fest davon überzeugt, dass man ohne Not nichts ändern sollte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
stellt die eigenen Interessen zurück, wenn es um das Wohl der Gruppe geht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
berücksichtigt meine Individualität und behandelt mich nicht nur als irgendeinen Mitarbeiter unter vielen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	nie	selten	hin und wieder	oft	regelmässig, fast immer
vertritt die Ansicht, dass Probleme erst wiederholt auftreten müssen, bevor man handeln sollte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
handelt in einer Weise, die bei mir Respekt erzeugt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
kümmert sich in erster Linie um Fehler und Beschwerden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
berücksichtigt die moralischen und ethischen Konsequenzen von Entscheidungen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
verfolgt alle Fehler konsequent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
strahlt Stärke und Vertrauen aus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
formuliert eine überzeugende Zukunftsvision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
macht mich auf Fehler aufmerksam, damit die Anforderungen erfüllt werden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
trifft schnell und ohne Zögern ihre Entscheidungen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
erkennt meine individuellen Bedürfnisse, Fähigkeiten und Ziele.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
bringt mich dazu, Probleme aus verschiedenen Blickwinkeln zu betrachten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hilft mir, meine Stärken auszubauen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
schlägt neue Wege vor, wie Aufgaben/Aufträge bearbeitet werden können.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
klärt wichtige Fragen sofort.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
betont die Wichtigkeit von Teamgeist und einem gemeinsamen Aufgabenverständnis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	nie	selten	hin und wieder	oft	regelmässig, fast immer
zeigt Zufriedenheit, wenn andere die Erwartungen erfüllen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hat grosses Vertrauen, dass die gesteckten Ziele erreicht werden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Teil 2

Stellen Sie sich Regelungen in Ihrem Betrieb vor, von denen Sie betroffen sind (zum Beispiel Zielvorgaben, Arbeitszeitmodelle, Kompensation von Überzeit, Bonussystem etc.).

Die folgenden Fragen beziehen sich auf das Vorgehen, das angewendet wurde, um diese Regelungen einzuführen.

Verwenden Sie folgende Abstufung:

1 = selten, 5 = meistens

### In welchem Ausmass...

	selten			meistens	
	1	2	3	4	5
war es Ihnen möglich, Ihre Ansichten und Meinungen während des Vorgehens zu äussern?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hatten Sie Einfluss auf die eingeführten Regelungen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
wurde das Vorgehen konsequent angewendet?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
war das Vorgehen vorurteilslos?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
beruhte das Vorgehen auf genauen Informationen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
konnten Sie Einspruch erheben gegen die eingeführten Regelungen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	selten			meistens	
	1	2	3	4	5
wurden bei diesem Vorgehen ethische und moralische Massstäbe eingehalten?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Die folgenden Fragen beziehen sich auf Ihre Entschädigung (Lohn, Bonus, Zusatzleistungen etc.).

Verwenden Sie folgende Abstufung:

1 = kaum, 2 = zu einem kleinen Teil, 3 = teils, teils, 4 = zu einem grossen Teil, 5 = ziemlich genau

**In welchem Ausmass...**

	kaum	zu einem kleinen Teil	teils, teils	zu einem grossen Teil	ziemlich genau
stimmt Ihre Entschädigung mit Ihrem Arbeitsaufwand überein?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ist Ihre Entschädigung angemessen im Vergleich zur geleisteten Arbeit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
widerspiegelt die Entschädigung das, was Sie zum Unternehmen beitragen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ist Ihre Entschädigung gerechtfertigt in Bezug auf Ihre Leistung?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Die folgenden Fragen beziehen sich auf Ihren direkten Vorgesetzten. Falls Sie mehrere direkte Vorgesetzte haben, konzentrieren Sie sich auf denjenigen, der für Ihre Leistungsbeurteilung verantwortlich ist.

Verwenden Sie folgende Abstufung:

1 = selten, 5 = meistens

**In welchem Ausmass...**

	selten			meistens	
	1	2	3	4	5
werden Sie höflich behandelt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
werden Sie mit Würde behandelt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
werden Sie respektvoll behandelt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
unterlässt er unpassende Bemerkungen oder Kommentare?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
kommuniziert er ehrlich und offen mit Ihnen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
erklärt er die Abläufe sorgfältig?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind seine Erklärungen in Bezug auf die Abläufe angemessen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
teilt er Einzelheiten frühzeitig mit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
scheint er seine Mitteilungen den Bedürfnissen der Mitarbeitenden anzupassen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Teil 3

Bitte beantworten Sie folgende Fragen zur Arbeitszufriedenheit.

Verwenden Sie folgende 7-stufige Skala:

1 = trifft überhaupt nicht zu, 7 = trifft voll und ganz zu

[illegible]

Alles in allem bin ich sehr zufrieden mit...

[illegible]

**Alles in allem bin ich sehr zufrieden mit...**

	trifft über- haupt nicht zu 1	2	3	4	5	6	trifft voll und ganz zu 7
dem Bereichsverantwortlichen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
der Geschäftsführung.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
der Information und Kommunikation bei der XXX – Gesellschaft.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
der XXX – Gesellschaft.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Teil 5

### Statistische Fragen zu Ihrer Person

**Wie alt sind Sie?**

..... Jahre

**Ihr Geschlecht?**

- ☐ männlich
- ☐ weiblich
- ☐ keine Angabe



**Wie lange arbeiten Sie bereits bei der XXX – Gesellschaft?**

..... Jahre                      ..... Monate

**Haben Sie zurzeit eine Führungsfunktion (direkt unterstellte Mitarbeitende und/oder Führungsfunktion in Projekten)?**

- ☐ Ja
- ☐ Nein
- ☐ Keine Angabe

**Auf welcher Hierarchiestufe sind Sie tätig?**

- ☐ Mitarbeiter/in ohne Führungsfunktion
- ☐ Gruppenleiter
- ☐ Teamleiter
- ☐ Mitglied Leitungsteam
- ☐ Mitglied Geschäftsleitung
- ☐ Keine Angabe

**Welches ist Ihr höchster Bildungsabschluss?**

- ☐ Primar-, Volksschule / Anlehre
- ☐ Berufsschule, Berufslehre
- ☐ Höhere Fachschule / Meisterdiplom
- ☐ Matura / Berufsmatura / Lehrerseminar
- ☐ Hochschule / Universität / Fachhochschule
- ☐ Keine Angabe

**Herzlichen Dank für Ihre Teilnahme an meiner Umfrage.**

## Appendix to Chapter 4

### Appendix C-1: Invitation to Online Experiment of Study 3 via E-Mail

Guten Tag, XY!

Die Abteilung Sozial- und Wirtschaftspsychologie der Universität Zürich von Prof. Dr. K. Jonas führt ein Online-Experiment zur Wahrnehmung von Führungskräften durch. Ziel dieses Experiments ist es, möglichst genaue Kenntnisse zu erlangen, wie Führungskräfte spontan wahrgenommen werden.

Das Experiment dauert nur etwa 10 Minuten.

Wir würden uns über Ihre Teilnahme freuen. Sie leisten damit einen wichtigen Beitrag zu dieser Forschung.  
Zudem werden unter den Teilnehmenden 5 Amazon-Gutscheine à CHF 20.- verlost.

Hier geht's zum Experiment:

<http://psych-wextor.unizh.ch:8080/ecm/emexp/index.html?so=ps>

Vielen Dank und herzliche Grüsse  
Esther Maier

Esther Maier, lic. phil.  
Universität Zürich  
Psychologisches Institut  
Sozial- und Wirtschaftspsychologie  
Binzmühlestrasse 14 / 13  
8050 Zürich


Phone: +41 44 635 72 37  
E-mail: [e.maier@psychologie.uzh.ch](mailto:e.maier@psychologie.uzh.ch)

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Diese E-Mail wurde an Sie automatisch aus dem Experiment-Teilnehmer-System verschickt.

**Appendix C-2: Online Experiment of Study 3**

	<b>Universität Zürich</b> Sozial- und Wirtschaftspsychologie	Kontakt: e.maier@psychologie.uzh.ch
<b>Liebe Teilnehmerin, lieber Teilnehmer</b>		
<p>Das nachfolgende Online-Experiment dauert etwa 10 Minuten. Sie leisten mit Ihrer Teilnahme einen wichtigen Beitrag zu einem grösseren Forschungsprojekt der Universität Zürich, bei dem es darum geht, wie Führungskräfte wahrgenommen werden.</p> <p>Unter den Teilnehmenden werden 5 Amazon-Gutscheine à CHF 20.- verlost. Falls Sie an dieser Verlosung teilnehmen möchten, können Sie später Ihre E-Mail-Adresse angeben. Selbstverständlich werden wir alle Ihre Angaben anonym und vertraulich behandeln. Sie werden zum Schluss des Experiments genauere Informationen zum Ziel des vorliegenden Experiments erhalten.</p> <p>Herzlichen Dank für Ihre Teilnahme!</p> <p>Universität Zürich, Psychologisches Institut, Abteilung Sozial- und Wirtschaftspsychologie Kontakt: Esther Maier – e.maier@psychologie.uzh.ch</p> <p><input type="radio"/> Ich möchte ernsthaft an diesem Experiment teilnehmen</p> <p><input type="radio"/> Ich möchte mir nur einen Einblick in das Experiment verschaffen. Meine Daten sollen nicht gespeichert werden.</p> <p><input type="button" value="Weiter"/></p>		

	<b>Universität Zürich</b> Sozial- und Wirtschaftspsychologie	Kontakt: e.maier@psychologie.uzh.ch
<b>Bitte lesen Sie den folgenden Text genau durch. Versuchen Sie, sich so gut wie möglich in die Situation der beschriebenen Person zu versetzen.</b>		
<b>Alle nachfolgenden Fragen sollen Sie aus der Sicht dieser Person einschätzen.</b>		
<p><b>Stellen Sie sich folgende Situation vor:</b> Sie arbeiten seit drei Jahren in der Personalabteilung eines Produktionsbetriebes. Es gefällt Ihnen an dieser Arbeitsstelle, die Arbeit ist abwechslungsreich und entspricht Ihren Erwartungen. Die hohen Ziele, die an Sie gestellt werden, finden Sie herausfordernd und Sie haben diese zur vollsten Zufriedenheit erfüllt. Beim letzten Mitarbeitergespräch vor einem Jahr wurde Ihnen in Aussicht gestellt, dass Sie beim Erreichen der gesetzten Ziele zu Beginn des Jahres 2010 mit einer grösseren Lohnerhöhung rechnen können. Da Sie auch dieses Jahr die gesetzten Ziele erreicht haben, rechnen Sie aufgrund Ihrer Leistungen fest mit der Lohnerhöhung.</p> <p>Letzte Woche hat Ihre Führungskraft ein Meeting einberufen und Ihnen mitgeteilt, dass in nächster Zeit keine Lohnerhöhungen gewährt werden.</p> <p>Die Führungskraft hat Sie kurz und knapp informiert, warum diese Massnahme getroffen werden muss und sich nicht über das weitere Vorgehen geäussert. Die Ausführungen waren für Sie nicht nachvollziehbar.</p> <p>Die Führungskraft hat Ihnen keine Gelegenheit gegeben, Ihre Meinung zu diesem Vorgehen zu äussern.</p> <p><input type="button" value="Weiter"/></p>		



Universität Zürich  
Sozial- und Wirtschaftspsychologie

Kontakt: e.maier@psychologie.uzh.ch

**Versuchen Sie alle folgenden Fragen aus der Sicht der eben beschriebenen Person zu beantworten.**

Was würde Ihrer Meinung nach diese Person antworten? Versuchen Sie bei schwierigen Fragen die am ehesten zutreffende Antwort anzuklicken.

**Hinweis:** Häufig gehen Antworten vergessen, darum werden Sie erinnert, wenn Sie nicht alle Felder ausgefüllt haben. Sie können die Meldung ignorieren, indem Sie erneut auf den Weiter-Button klicken.

Weiter




Universität Zürich  
Sozial- und Wirtschaftspsychologie

Kontakt: e.maier@psychologie.uzh.ch

**Bitte beantworten Sie die folgenden Fragen in der Rolle der beschriebenen Person:**

	überhaupt nicht				voll und ganz
	1	2	3	4	5
Werden Sie von der Führungskraft fair behandelt?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kommuniziert die Führungskraft ehrlich und offen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
War es Ihnen möglich, Ihre Ansichten und Meinungen während des Vorgehens zu äussern?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Erklärt diese Führungskraft das Vorgehen sorgfältig?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sind die Erklärungen dieser Führungskraft in Bezug auf das Vorgehen angemessen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teilt diese Führungskraft Einzelheiten frühzeitig mit?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Passt diese Führungskraft ihre Mitteilungen den Bedürfnissen der Mitarbeitenden an?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Weiter




**Universität Zürich**

Sozial- und Wirtschaftspsychologie

Kontakt: e.maier@psychologie.uzh.ch

**Beantworten Sie bitte auch folgende Fragen aus Sicht der beschriebenen Person:**

	trifft überhaupt nicht zu				trifft vollständig zu
	1	2	3	4	5
Ich wäre sehr froh, mein weiteres Arbeitsleben in diesem Betrieb verbringen zu können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich fühle mich emotional nicht sonderlich mit diesem Betrieb verbunden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin stolz darauf, diesem Betrieb anzugehören.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich empfinde ein starkes Gefühl der Zugehörigkeit zu meinem Betrieb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich denke, dass meine Wertvorstellungen zu denen des Betriebes passen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>




**Universität Zürich**  
Sozial- und Wirtschaftspsychologie

Kontakt: [e.maier@psychologie.uzh.ch](mailto:e.maier@psychologie.uzh.ch)

**Was denken Sie, wie schätzt die beschriebene Person diese Aussagen ein?**

Während der Interaktion mit meiner Führungskraft ...	überhaupt nicht				voll und ganz
	1	2	3	4	5
... habe ich das Gefühl, ich selbst sein zu können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich mich kompetent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich mich gemocht und umsorgt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich mich unzulänglich und unfähig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... habe ich ein Mitspracherecht und Meinungsfreiheit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich eine grosse Distanz zwischen uns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich mich sehr fähig und effektiv.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich grosse Nähe und Vertrautheit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... fühle ich mich kontrolliert und gezwungen, mich in einer bestimmten Art und Weise zu verhalten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>




**Universität Zürich**

Sozial- und Wirtschaftspsychologie

Kontakt: e.maier@psychologie.uzh.ch

Was glauben Sie, wie würde die beschriebene Person ihre Führungskraft beurteilen?

Meine Führungskraft...	trifft überhaupt nicht zu	1	2	3	4	trifft vollständig zu
...überprüft stets aufs Neue, ob zentrale/wichtige Annahmen noch angemessen sind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...spricht mit anderen über ihre wichtigsten Überzeugungen und Werte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...sucht bei der Lösung von Problemen nach unterschiedlichen Perspektiven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...äussert sich optimistisch über die Zukunft.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...macht mich stolz darauf, mit ihr zu tun zu haben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...spricht mit Begeisterung über das, was erreicht werden soll.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...macht klar, wie wichtig es ist, sich 100%-ig für eine Sache einzusetzen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...verbringt Zeit mit Führung und damit, den Mitarbeitenden etwas beizubringen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...stellt die eigenen Interessen zurück, wenn es um das Wohl der Gruppe geht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...berücksichtigt meine Individualität und behandelt mich nicht nur als irgendeinen Mitarbeiter unter vielen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**Universität Zürich**  
Sozial- und Wirtschaftspsychologie

Kontakt: e.maier@psychologie.uzh.ch

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**Was glauben Sie, wie würde die beschriebene Person ihre Führungskraft beurteilen?**

Meine Führungskraft...	trifft überhaupt nicht zu					trifft vollständig zu
	1	2	3	4	5	
...handelt in einer Weise, die bei mir Respekt erzeugt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...berücksichtigt die moralischen und ethischen Konsequenzen von Entscheidungen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...strahlt Stärke und Vertrauen aus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...formuliert eine überzeugende Zukunftsvision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...erkennt meine individuellen Bedürfnisse, Fähigkeiten und Ziele.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...bringt mich dazu, Probleme aus verschiedenen Blickwinkeln zu betrachten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...hilft mir, meine Stärken auszubauen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...schlägt neue Wege vor, wie Aufgaben/Aufträge bearbeitet werden können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...betont die Wichtigkeit von Teamgeist und einem gemeinsamen Aufgabenverständnis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
...hat grosses Vertrauen, dass die gesteckten Ziele erreicht werden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



**Universität Zürich**  
Sozial- und Wirtschaftspsychologie

Kontakt: e.maier@psychologie.uzh.ch

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**Zum Schluss noch ein paar Angaben zu Ihrer Person:**

Ihr Geschlecht:

Ihr Alter:

Ihr höchster Ausbildungs-Abschluss:

Sind Sie berufstätig?    Ja ☐    Nein ☐

Wenn Ja, zu wie viel Prozent?

Haben Sie selber Führungsfunktion?    Ja ☐    Nein ☐



	<b>Universität Zürich</b> Sozial- und Wirtschaftspsychologie	Kontakt: e.maier@psychologie.uzh.ch
<p><b>Herzlichen Dank für Ihre Teilnahme an diesem Experiment!</b></p> <p>Wenn Sie an der Verlosung der Amazon-Büchergutscheine teilnehmen wollen, geben Sie bitte hier Ihre E-Mail-Adresse an:</p> <p>E-Mail: <input type="text"/></p> <p>Bitte klicken Sie auf "Weiter", um ihre E-mail Adresse zu speichern.</p> <p><input type="button" value="Weiter"/></p>		

	<b>Universität Zürich</b> Sozial- und Wirtschaftspsychologie	Kontakt: e.maier@psychologie.uzh.ch
<p><b>Ziel dieser Studie war zu untersuchen, ob umfassende Information und Mitspracherecht die Beurteilung einer Führungskraft beeinflussen. Der Text zu Beginn war nicht für alle Teilnehmenden gleich: Die Führungskraft hat nicht immer gleich umfassend informiert und auch nicht immer Gelegenheit gegeben, sich zum Vorgehen zu äussern.</b></p> <p>Falls Sie Fragen zu diesem Experiment haben, erreichen Sie mich unter:</p> <p>Esther Maier Psychologisches Institut, Sozial- und Wirtschaftspsychologie Binzmühlestrasse 14 8050 Zürich e.maier@psychologie.uzh.ch</p> <p><b>Bitte klicken Sie weiter, um die Studie zu beenden.</b></p> <p><input type="button" value="Weiter"/></p>		



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## Curriculum Vitae

### PERSONALIEN

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Name	Esther Maier Ulrich
Adresse	Im Ebnet 22 8427 Rorbas
Telefon	044 865 32 78
E-Mail	esther.maier@bluewin.ch
Geburtsdatum	1. Januar 1957
Abschluss	lic. phil.

### BERUFLICHE TÄTIGKEITEN

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seit 10/2008	Assistentin Universität Zürich, Sozial- und Wirtschaftspsychologie
11/2007 – 9/2008	Wissenschaftliche Mitarbeit Universität Zürich, Sozial- und Wirtschaftspsychologie
8/2007 – 9/2008	Projektmitarbeiterin Universität Zürich, Sozial- und Wirtschaftspsychologie: Projekt Rekrutierung Schweizer Armee
2006	Erteilung des Seminars „Kausalmodellierung in der Praxis – Übungen mit AMOS“, Universität Zürich
2/2006 – 5/2006	Praktikum im psychologischen Dienst des Psychiatriezentrums Hard, Embrach
2005	Lokale Koordination GOR 05: Internationale Konferenz für Online-Research, Universität Zürich, Sozial- und Wirtschaftspsychologie
2001 – 2005	Stellvertretungen Volksschule Kanton Zürich und Kanton Aargau
1977 – 2001	Unterricht an der Primarschule des Kantons Zürich <ul style="list-style-type: none"><li>• 1986 – 2001: Primarschule Rorbas (1. – 3. Klasse)</li><li>• 1985 – 2001: Praktikumslehrerin (Betreuung von Praktikantinnen/Praktikanten) an der Pädagogischen Hochschule Zürich PHZH</li><li>• 1995 – 2001: Schulhaus-Teamleiterin</li></ul>

**BERUFLICHE TÄTIGKEITEN – FORTSETZUNG**

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- 1978 – 1986: Primarschule Dietikon (1. – 3. Klasse)
- 1977 – 1978: Stellvertretungen Sonder- und Regelklassen

**AUSBILDUNG**

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seit 2008	Doktorat Universität Zürich; Sozial- und Wirtschaftspsychologie
2001 – 2006	Lizentiat / Master of Science der Universität Zürich, <ul style="list-style-type: none"><li>• Hauptfach Psychologie, Schwerpunkt: Sozial- und Wirtschaftspsychologie; Lizentiatsarbeit zum Thema Arbeitszufriedenheit</li><li>• 1. Nebenfach Wirtschaftswissenschaften</li><li>• 2. Nebenfach Psychopathologie</li></ul>
1975 – 1977	Primarlehrer/ -innen-Seminar Zürich, Fähigkeitszeugnis für Primarlehrer/ -innen
1969 – 1975	Kant. Gymnasium Bühl, Zürich, Eidgenössische Maturität Typus B

**WEITERBILDUNGEN**

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seit 2010	Lösungsorientiertes Coaching I: WILOB, Weiterbildungsinstitut für lösungsorientierte Therapie und Beratung
seit 2007	Verschiedene Weiterbildungskurse an der Universität Zürich <ul style="list-style-type: none"><li>• Hochschuldidaktik (diverse Kurse zur Lehrtätigkeit und Betreuung von studentischen Arbeiten)</li><li>• Wissenschaftliches Arbeiten (Projektmanagement, Scientific Writing, Statistik)</li><li>• Computer Anwendungen</li><li>• Englisch</li></ul>
1978 – 2000	Verschiedene Weiterbildungskurse PHZH (vormals Pestalozzianum).

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**SPRACHEN**


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Deutsch	Muttersprache
Englisch	Gute Kenntnisse schriftlich und mündlich <ul style="list-style-type: none"> <li>• Cambridge First Certificate English (2001)</li> <li>• Cambridge Business English Certificate Higher (2002)</li> <li>• Cambridge Certificate in Advanced English (2002)</li> </ul>
Französisch	Kenntnisse schriftlich und mündlich
Italienisch	Kenntnisse schriftlich und mündlich

**IT-KENTNISSE**


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MS Office	sehr gute Anwenderkenntnisse
Statistik	sehr gute Kenntnisse SPSS und AMOS

**PUBLIKATIONEN / KONFERENZBEITRÄGE**


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2010	Maier, E. (2010, September). Fördert Fairness die Wahrnehmung transformationaler Führung? 47. Kongress der Deutschen Gesellschaft für Psychologie, Bremen
2010	Jonas, K., Maier, E., Boss, P., & Heilmann, T. (2010). Transaktionales und transformationales Führen in Privatwirtschaft und Militär. In Seiler, S., Führung neu denken - im Spannungsfeld zwischen Erfolg, Moral und Komplexität. Zürich: Orell Füssli.
2009	Maier, E. (2009, Mai). The influence of situational and dispositional factors on job satisfaction. Results of an employee survey in a Swiss branch of a pharmaceutical company. 14th European Congress of Work and Organizational Psychology, Santiago de Compostela.